

## NOTICE OF MEETING

# STAFFING AND REMUNERATION COMMITTEE

Tuesday, 1st December, 2020, 7.00 pm - MS Teams (view it [here](#))

**Members:** Councillors Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison, Yvonne Say and Matt White

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 agenda item 11 where they appear. New items of Urgent Business will be dealt with under the agenda item below. New items of exempt Urgent Business will be dealt with at agenda item 15 below).

#### **4. DECLARATIONS OF INTEREST**

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

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

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

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

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

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

#### **6. MINUTES (PAGES 1 - 10)**

To approve the minutes of the meeting held on 15 October 2020.

To approve the minutes of the Special Staffing and Remuneration Committees held on 23 September and 2 November 2020.

#### **7. GENDER PAY GAP REPORTING (PAGES 11 - 16)**

The attached Gender Pay Gap Data Analysis provides an update due for publication by March 2021.

#### **8. FLEXIBLE WORKING REVIEW (PAGES 17 - 32)**

As part of the council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Flexible Working Policy (attached as Appendix A) and Practice Notes (attached as Appendix B).

#### **9. SCHOOLS MODEL PAY POLICY REPORT (PAGES 33 - 62)**

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

**10. SENIOR MANAGER PAY SYSTEM (PAGES 63 - 68)**

The purpose of this report is to make a recommendation to re-establish the link between the pay system and the national Joint Negotiating Committees for the purpose of determining annual inflationary pay increases from 1/4/20 onwards and for the Committee to note the commencement of a review into the pay system for senior managers (heads of service and above).

**11. NEW ITEMS OF URGENT BUSINESS**

**12. EXCLUSION OF PRESS AND PUBLIC**

Items 12 and 13 are likely to be subject to a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraphs 1, 4.

**13. EXEMPT MINUTES (PAGES 69 - 80)**

To approve the exempt minutes of the Special Staffing and Remuneration Committees held on 23 September and 2 November 2020.

To note the exempt informal note of the Special Staffing and Remuneration Committee held on 17 November 2020.

**14. RECORD OF DECISION TAKEN UNDER URGENT ACTION PROCEDURES OR DELEGATED AUTHORITY (PAGES 81 - 98)**

To note the decision taken under Urgent Action Procedures or Delegated Authority.

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

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

Emma Perry, Principal Committee Co-ordinator  
Tel – 020 8489 3427  
Fax – 020 8881 5218  
Email: emma.perry@haringey.gov.uk

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

Monday, 23 November 2020

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**MINUTES OF THE MEETING OF THE STAFFING AND  
REMUNERATION COMMITTEE HELD ON THURSDAY, 15TH  
OCTOBER, 2020, 7.00 – 8.05PM**

**PRESENT:**

**Councillors: Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison and Matt White**

**1. FILMING AT MEETINGS**

It was noted that the meeting was being live streamed on the Council's website.

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

An apology for absence was received from Councillor Say.

**3. URGENT BUSINESS**

None.

**4. DECLARATIONS OF INTEREST**

None.

**5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS**

None.

**6. MINUTES**

**RESOLVED that the minutes of the meetings held on 6 February and 3 March 2020 were approved as a correct record, subject to the following note:**

6 February – Item 13 – Minutes. The previous Chair wished to correct that she had stated that the Trans Equality Policy was due to come to a future meeting and did not confirm the June meeting.

In response to a question regarding the employment reference policy which had been outstanding since March 2020, it was explained that no further work had been done on resolving this, however it was confirmed that this would be looked at.

**RESOLVED that the minutes of the Special Staffing and Remuneration Committees held on 19 March, 23 April, 7 May and 24 July 2020 were approved as a correct record.**

## 7. FORWARD PLAN TO MARCH 2021

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda.

The report informed the Committee of the non-standard reports detailed on the Forward Plan until the end of March 2021. It was noted that the February meeting had been moved forward to 1 December 2020.

Officers responded to questions from the Committee:

- The Schools Pay Policy had not been laid before Parliament in time to come to this committee. It would therefore be reported to the next meeting on 1 December 2020.
- It was explained that the redundancy policy may be delayed to the March 2021 meeting as there were some significant changes to the current policy which needed to be taken into account, including the recent changes to the access to pension scheme. It may be that the policy would need to come back to committee more than once.
- It was acknowledged that there were quite a few changes that needed to be made to the flexible working policy, following the Covid-19 pandemic, and the need to provide more flexibility. It was explained that the policy may not be fully completed by December and that a wider update may need to be provided at a later date.

In response to a question regarding the teacher's redundancy policy and the need for this to be urgently updated, it was explained that the redeployment policy was on the forward plan and that the concerns raised had been taken on board.

A question was raised regarding the need for diversity within the recruitment process and how head hunters were engaged to ensure diverse candidates were recruited at a senior level. It was suggested that this data should be monitored on an annual basis, as part of a wider policy.

In response, the Chief People Officer agreed with this point and stated that there was a need to improve on the current workforce data and ensure that it had accurate statistics, which was in progress. The Council was also focusing on insourcing their permanent recruitment and looking at how senior appointments were made. He added that a diversity policy was not currently on the forward plan and would therefore be something that was looked at after March 2021.

The Chair added that his preference was for permanent staff to be recruitment, which promoted confidence and greater accountability.

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

## 8. HR POLICY REVIEW

Ian Morgan, Reward Strategy Manager, introduced the report, as set out in the agenda. The report provided the Committee with an update regarding the running

review and revision of HR Policies and Practice notes. It was noted that there had been a slight delay in this process due to the Coronavirus pandemic.

Officers responded to questions from the Committee:

- In response to a question regarding the quality of the ethnicity/disability data held by the Council, it was explained that the data was obtained at recruitment stage and there were issues in obtaining this data and therefore being able to produce meaningful statistics. This was reliant on the workforce providing the necessary data and also on self- classification. It was believed that the organisation was in the best position that it could be, given the circumstances.
- In response to a question regarding the capability practice notes, it was explained that this captured people that were unable to do a particular job. The current capability procedure was out of date and a commitment had been made to look into this to refresh the language and also identify things that could be done better.
- In response to a question regarding the Council employee profile data, dated September 2020, it was confirmed that this data was up to date. It was believed that the data was as good as it would get and robust enough to make decisions.

**RESOLVED that the report on the HR Policy Review be noted.**

## **9. PEOPLE REPORT - SEPTEMBER 2020**

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

Officers responded to questions from the Committee:

- In response to concern raised regarding the number of agency staff at the Council, it was explained that there had been a cohort of social workers that had been made permanent, however some of these staff were in areas that normally had high levels of agency staff, given the nature of the work. Management were however aware that the levels of agency staff were not where Members wanted them to be.
- The Hayes contract was being closely looked at and options were currently being looked into. It was noted that the contract was due to end in July 2021, with an approval given by Cabinet. It was explained that the Council currently had limited options given that the contract was still live.
- It was explained that monitoring of the HR contracts was critical and the Chief People Officer assured Members that sufficient resources would be put in place within HR to ensure that this was undertaken.

**RESOLVED that the report was noted.**

## **10. COVID-19 WORKFORCE UPDATE**

Dan Paul, Chief People Officer, provided the Covid-19 workforce update, as set out in the agenda.

Officers responded to questions from the Committee:

- It was explained that there were a host of reasons why the number of agency staff had increased. It was noted that the Council had not paid the agency for those staff that had been fast tracked to a permanent role within the organisation.
- Work was currently being undertaken to look at the long term plans for flexible working in the future. A bigger piece of work was being done to look at the Council's accommodation and workshops were taking place across all services to create a strategic, long-term response.
- It was confirmed that free flu vaccinations would be also offered to all staff in maintained and controlled schools and communications had gone out to the head teachers of those schools notifying them of this. It was noted that a paid for scheme was also being offered at the Wittington Hospital for staff in all other schools.

**The committee noted the update.**

**11. NEW ITEMS OF URGENT BUSINESS**

None.

**12. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that the press and public be excluded from the meeting for the consideration of Item 13 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.

**13. EXEMPT MINUTES**

**RESOLVED** that the exempt minutes of the Special Staffing and Remuneration Committees held on 19 March, 23 April, 7 May and 24 July 2020 were approved as a correct record

**14. NEW ITEMS OF EXEMPT BUSINESS**

None.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....



**MINUTES OF MEETING Staffing and Remuneration Committee  
HELD ON Wednesday, 23rd September, 2020, 6.00 pm**

**PRESENT:**

**Councillors: Makbule Gunes (Chair), Paul Dennison and Matt White**

**ALSO ATTENDING:**

**15. FILMING AT MEETINGS**

The public part of the meeting was live streamed on the Council's website.

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

Apologies for absence were noted from Councillors Berryman, Rice and Stennett.

**17. URGENT BUSINESS**

In accordance with Part 4 Section B, paragraph 17 of the Constitution, there were no items of urgent business to be considered.

**18. DECLARATIONS OF INTEREST**

None.

**19. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR SAFER AND STRONGER COMMUNITIES**

The Committee considered the report of the Director of Environment & Neighbourhoods on the appointment to the position of Assistant Director Safer and Stronger Communities. In accordance with the Local Authorities Standing Orders (England) Regulations 2001 (as amended) and Part 4 Section K, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

**RESOLVED that**

- a. Mr Eubert Malcolm be appointed to the post of Assistant Director Safer and Stronger Communities subject to the objections process of the Cabinet whereby this Committee may only make the offer of appointment of the Assistant Director Safer and Stronger Communities when:
  - (i) no objection has been made by any member of the Cabinet, or

(ii) if any objection is made, the Staffing and Remuneration Committee has declared itself satisfied that the objection is not material or well-founded.

- b. Subject to (a) above, that the appointment of the candidate to the post of Assistant Director Safer and Stronger Communities to be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £99,600 - £115,800 as set out in the Council's Pay Policy Statement.
- c. Subject to (a) above, any appointment made will take effect when the appointed candidate accepts in writing the contract of employment offered to him/her by the Council.

**20. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED that the press and public be excluded from the meeting for the consideration of item 7 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.**

**21. APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR OF STRATEGY, COMMUNICATIONS & DELIVERY**

The Committee considered exempt information pertaining to item 5 of the agenda.

CHAIR: Councillor Makbule Gunes

Signed by Chair .....

Date .....

## **MINUTES OF THE MEETING OF THE SPECIAL STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 2ND NOVEMBER, 2020, 7.00 – 9.30PM**

### **PRESENT:**

**Councillors: Dhiren Basu (Chair), Julie Davies (Vice-Chair), Paul Dennison, Yvonne Say and Matt White**

#### **1. FILMING AT MEETINGS**

It was noted that the meeting was being live streamed on the Council's website.

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

There were no apologies for absence.

#### **3. URGENT BUSINESS**

None.

#### **4. DECLARATIONS OF INTEREST**

None.

#### **5. CHANGES TO THE ROLE OF ASSISTANT DIRECTOR CORPORATE GOVERNANCE**

Richard Grice, Director of Customers, Transformation and Resources, introduced the report, on behalf of the Chief Executive, as set out in the agenda.

Officers responded to questions from the Committee:

- The purpose of the restructure had been to produce a narrower Monitoring Officer role by moving alignment, however the importance of the role had not been downgraded.
- It was explained that the role of the current Assistant Director of Corporate Governance was wide and varied compared with the same position in other London boroughs.
- It was explained that the Chief People Officer had experience of running an elections team at a neighbouring London borough and therefore it was seen as a strength to the organisation that he could provide a strategic lead in this area.
- Due to the similar line management responsibilities of the new role, it was explained that the restructure did not require consultation. Consultation had however been undertaken with the affected employee.

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

**6. HR SENIOR MANAGER RESTRUCTURE IMPLEMENTATION**

Dan Paul, Chief People Officer, introduced the report, as set out in the agenda.

Members wished to save their questions for the consideration of agenda item 10.

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

**7. CLOSURE OF THE LONDON ENERGY PROJECT (LEP)**

Stephen McDonnell, Director of Environment and Neighbourhoods, introduced the report, as set out in the agenda. The report informed members of the closure of the LEP (London Energy Project) and the deletion of the LEP staffing structure.

Officers responded to questions from the Committee:

- The project had been in operation for 10 years and was fully funded by its members via a Memorandum of Agreement (MoA). The funds were ring fenced for LEP use only.
- It was explained that various options had been considered to retain the LEP, including a strategy put in place to close the LEP around the end of April 2000.
- It was confirmed that the LEP was a collaboration with the Council and was a flexible arrangement, as part of a Memorandum of Agreement. It was noted that other organisations provided similar services.

Anthony Tamattris, HR Business Partner, clarified the current position. He reiterated that alternate options had been considered to determine whether the LEP could be retained. It was originally due to close on 31 March 2020 and following a desktop consultation in August 2020 it was concluded that there was no longer an appetite from LEP members to retain the LEP. It was noted that this was the second time that the Head of the LEP had been informed of potential redundancy.

In response to a question regarding the financing of the redundancy package, it was explained that the accumulated balance could be used to meet the costs associated with the closure of the LEP. Therefore, the redundancy payment would be partially met by the LEP members, with the remainder being met by the Council.

Members stressed that it was their duty to ensure that they were considering a genuine redundancy and that they fully understood the decision making process.

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

**8. EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED that the press and public be excluded from the meeting for the consideration of Items 9-11 as they 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.**

**9. CHANGES TO THE ROLE OF ASSISTANT DIRECTOR CORPORATE GOVERNANCE**

The Committee considered exempt information pertaining to Item 5 of the agenda.

**10. HR SENIOR MANAGER RESTRUCTURE IMPLEMENTATION**

The Committee considered exempt information pertaining to Item 6 of the agenda.

**11. CLOSURE OF THE LONDON ENERGY PROJECT (LEP)**

The Committee considered exempt information pertaining to Item 7 of the agenda.

CHAIR: Councillor Dhiren Basu

Signed by Chair .....

Date .....

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**Report for:** Staffing and Remuneration Committee - 1 December  
**2020**

**Title:** Gender Pay Gap Reporting

**Report authorised by:** Dan Paul, Chief People Officer

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

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

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

**1. Describe the issue under consideration**

- 1.1 The Council is required to publish and report its Gender Pay Gap figures on a yearly basis, in order to comply with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 The attached Gender Pay Gap Data Analysis provides an update due for publication by March 2021.

**2. Cabinet Member Introduction**

Not required for the S&R Committee.

**3. Recommendations**

- 3.1. To note the final 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 31<sup>st</sup> March 2020, is required to be published no later than 30<sup>th</sup> March 2021. The report must be based on data as at 31<sup>st</sup> March 2020.

**5. Alternative options considered**

- 5.1. Not Applicable

**6. Background information**

- 6.1. The Equality Act 2010 requires all relevant employers 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. It is a broader measure of capturing not only equal pay issues within organisation 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.
- 6.4. The Council will need to publish figures confirming the following:
  - 6.4.1. Gender pay gap in mean hourly pay
  - 6.4.2. Gender pay gap in median hourly pay
  - 6.4.3. Mean bonus pay gender pay gap
  - 6.4.4. Median bonus pay gender pay gap
  - 6.4.5. Proportion of males and females receiving bonus pay
  - 6.4.6. Proportion of males and females in each quartile pay band
- 6.5. In undertaking the relevant calculations we can confirm the following:
  - 6.5.1. The median difference between the hourly rate of males and females is 4.1% (0.76p). The Equality and Human Rights Commission do not regard this as statistically significant being less than +/- 5%.
  - 6.5.2. The mean difference between the hourly rate of males and females is 5.3% (£1.10).
  - 6.5.3. 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.
  - 6.5.4. 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.
  - 6.5.5. Full details of the Council's Gender Pay Gap can be found in Appendix A.
  - 6.5.6. A summary of our returns for the last four years can be found in Appendix B.
- 6.6. There are possible risks and issues that could arise from the publication of the details Council's Gender Pay Gap analysis, however, 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 and 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.



**7. Contribution to strategic outcomes**

- 7.1. Gender Pay Gap Reporting is an annual requirement 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)**

**Assistant Director of Corporate Governance Comments**

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal Services has been involved in reviewing the proposed Gender Pay Gap Policy and confirms that it complies with all relevant legislation.

**Chief Finance Officer Comments**

There are no direct financial implications arising from this report.

**Equalities Comments**

- 8.1. The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:
- 8.1.1. Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.
  - 8.1.2. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
  - 8.1.3. Foster good relations between people who share a relevant protected characteristic and people who do not share it;
  - 8.1.4. A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**9. Use of Appendices**

- 9.1. Appendix A - Haringey Council's 2020 Gender Pay Gap Data Analysis
- 9.2. Appendix B - Haringey Council's Gender Pay Gap Summary

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

Not Applicable

## Appendix A – Haringey Council's 2020 Gender Pay Gap Analysis

Gender Pay Gap Reporting - 31st March 2020				Haringey LONDON			
<b>Statutory Reporting Data</b>				<b>Extra Data for London Councils Benchmarking</b>			
<b>Pay Rates</b>	<b>Gender Pay Gap</b>			<b>Female Pay as a percentage of Male Pay</b>	<b>Hourly Rate (Female)</b>	<b>Hourly Rate (Male)</b>	<b>Difference</b>
Mean Hourly Rate	5.3%			94.7%	£19.63	£20.73	£1.10
Median Hourly Rate	4.1%			95.9%	£17.72	£18.48	£0.76
<b>Pay Quartile Information</b>				<b>Workforce Composition</b>			
<b>Pay Quartiles</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Female Headcount</b>	<b>Male Headcount</b>	<b>Total Headcount</b>	
Proportion of females and males paid above the 75th percentile.	59%	41%	100%	310	218	528	
Proportion of females and males paid between the median and 75th percentile.	66%	34%	100%	351	177	528	
Proportion of females and males paid between the median and 25th percentile.	71%	29%	100%	374	154	528	
Proportion of females and males paid below the 25th percentile.	61%	39%	100%	324	205	529	
<b>Bonus Information</b>				<b>Additional Information</b>			
<b>Bonus Pay</b>	<b>Gender Bonus Gap</b>			<b>Female Bonus as a % of Male Bonus</b>	<b>Bonus Pay (Female)</b>	<b>Bonus Pay (Male)</b>	<b>Difference</b>
Mean Bonus	0.0%			100.0%	£0.00	£0.00	£0.00
Median Bonus	0.0%			100.0%	£0.00	£0.00	£0.00
<b>Bonuses paid</b>							
Females paid a bonus as % of all females	0%						
Males paid a bonus as % of all males	0%						

## Appendix B- Haringey Council's Gender Pay Gap Summary

<b>Gender Pay Gap Reporting Summary</b>				
<b>Period</b>	<b>31 March 2020</b>	<b>31 March 2019</b>	<b>31 March 2018</b>	<b>31 March 2017</b>
<b>Mean</b>				
Gender Pay Gap	5.3%	6.9%	3.9%	1.0%
Female Hourly Rate	£19.63	£18.87	£18.35	£18.70
Male Hourly Rate	£20.73	£20.27	£19.10	£18.89
Difference	£1.10	£1.40	£0.75	£0.19
Female Pay as a % of Male Pay	94.7%	93.1%	96.1%	99.0%
<b>Median</b>				
Gender Pay Gap	4.1%	6.8%	0.0%	1.9%
Female Hourly Rate	£17.72	£17.37	£17.03	£16.86
Male Hourly Rate	£18.48	£18.63	£17.03	£17.19
Difference	£0.76	£1.26	£0.00	£0.33
Female Pay as a % of Male Pay	95.9%	93.2%	100.0%	98.1%

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**Report for:** Staffing and Remuneration Committee - 1 December  
**2020**

**Title:** Flexible Working Review

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

**Lead Officer:** Dan Paul, Chief People Officer

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

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

**1. Describe the issue under consideration**

- 1.1 As part of the council's requirement to conduct a rolling review of all HR policies, Members are asked to consider the revised Flexible Working Policy (attached as Appendix A) and Practice Notes (attached as Appendix B).

**2. Cabinet Member Introduction**

Not required for the S&R Committee.

**3. Recommendations**

- 3.1 That the Committee approve the new Flexible Working Policy.
- 3.2 That the Director of Customers, Transformation and Resources and the Chair of Staffing and Remuneration committee to be delegated the power to make minor changes to the policy and practice notes without the need to refer to committee.

**4. Reason for decision**

- 4.1 The policy was revised at the beginning of 2020 before the scale of the coronavirus emergency was known and before the country went into the first lockdown. Since then we have gained much valuable experience in just how flexible the workforce could be in a crisis so it was felt that we needed to capture all that we have learned in a completely revised approach to flexible working.

**5. Alternative options considered**

- 5.1 We have taken advantage of the rolling review of policies to ensure our approach to flexible working takes in the lessons of lockdown with fresh and innovative thinking.

**6. Background information**

- 6.1 The policy applies to all council employees, except those teachers directly employed by the council and all staff appointed by schools operating under local

management of schools, which have their own procedure.

**7. Contribution to strategic outcomes**

7.1 Flexibility of working hours can aid recruitment and retention, help reduce absenteeism and improve morale, while tailoring working hours around workload requirements. Flexible working hours can be especially advantageous for those with caring responsibilities.

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

**Assistant Director of Corporate Governance Comments**

The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal Services has been involved in reviewing the proposed Flexible Working Policy and confirms that it complies with all relevant legislation.

**Chief Finance Officer Comments**

There are no direct financial implications arising from this report.

**Equalities Comments**

- 8.1. The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:
  - 8.1.1. Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act.
  - 8.1.2. Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
  - 8.1.3. Foster good relations between people who share a relevant protected characteristic and people who do not share it;
  - 8.1.4. A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

**9. Use of Appendices**

- 9.1. Appendix A – Flexible Working Policy
- 9.2. Appendix B – Flexible Working Practice Notes

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

Not Applicable



## APPENDIX A

# Flexible Working Policy

November 2020

### 1. Purpose

The Council is committed to providing high quality services for the benefit of those who live, work, study and visit the borough and ensure we deliver the best possible outcomes. This requires the council to respond quickly by adapting work patterns, redesigning jobs and creating a more flexible workforce.

We believe that the best way to achieve this is through an engaged and motivated workforce who have a healthy and sustainable work-life balance. We are committed to adopting flexible working practices wherever possible and this policy sets out the framework that the Council has adopted to provide employees with more choice about where, when and how to do their jobs and still achieve the desired outcomes.

It should be read in conjunction with the Practice Notes on Flexible Working.

### 2. Scope

This policy applies to all Haringey Council employees except teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own policy.

N.B. Senior managers, who have separate contractual arrangements, may also take advantage of these arrangements where appropriate.

### 3. Business Case

Haringey believes that one of the hallmarks of a good employer is the flexibility on offer which, in turn, will enable us to:

- Offer a supportive environment where talented staff are satisfied with their work-life balance.
- Leverage the non-monetary side of our employment proposition in a demanding and dynamic labour market.
- Build an agile workforce as a way of avoiding redundancy and reducing service costs.
- Adhere to our values, which reinforces allegiance to the employer brand, resulting in increasing productivity and reducing absenteeism.

#### **4. General Principles**

The Council recognises that all employees with at least 26 weeks' continuous employment have a statutory right to request a specific flexible working arrangement and that managers have a statutory duty to consider such requests in a reasonable manner and may only decline a request where there is a clear business reason for doing so.

Nevertheless, most employees are now able to work flexibly as standard working practice, and in most situations it is not necessary to formally request flexible working as there will already be a degree of flexibility already in place in most teams.

While there is no automatic right to flexibility, each request for flexible working will be considered on its own merits, however, no application will be considered if it would lead to a negative impact on the delivery of the service, and this includes significant additional costs that may be involved to maintain the service.

While not all of the options within the flexible working framework will be appropriate to all our roles (and therefore to individuals) all the time, by using a matrix approach we anticipate there will be an element of flexibility in all our roles and services.

Formal arrangements, which may involve a contractual variation, will be agreed through a recognised process and application form, as set out in the Practice Notes.

Informal arrangements can be agreed between individuals and their managers without the need for a set process but for business continuity purposes a note of the arrangement should be kept and the arrangement should be reviewed from time to time by both parties.

The reason for the request for flexible working should not be a material factor in granting or declining the application.

#### **5. Options and Definitions**

When considering each option, the general principle for pay, pension and other benefits is that these apply pro rata to the hours worked.

##### **5.1 Flexitime**

An arrangement whereby an individual can determine (within in agreed timeframe) when they work their contractual hours. The arrangement works for both full-time and part-time workers. Salaries are unaffected.

##### **5.2 Part-Time Working**

An arrangement whereby the individual works fewer hours than the standard contractual hours, either by working fewer days in the week or fewer hours in the day or a combination of the two. Salaries are reduced pro-rata.

##### **5.3 Job-Sharing**



An arrangement whereby a role is shared between two or more individuals. While the duties and responsibilities remain the same for all sharers the individuals will normally alternate days or weeks or any combination. Salaries are reduced pro-rata.

### 5.4 Compressed Hours

An arrangement whereby an individual works their contractual hours over fewer days to a working pattern that is pre-determined and agreed. Salaries are unaffected.

### 5.5 Annualised Hours

An arrangement whereby the total contracted hours over a year are redistributed to match the peaks and troughs in the workload or the individual's availability, or a combination of the two. Individuals receive the same payment each month so matching flexibility with a predictable income which aids budgeting, for both parties.

### 5.6 Term-Time Only Working

An arrangement whereby an individual reduces their hours in order to take time off during school holidays.

### 5.7 Unpaid Leave

An arrangement whereby individuals can have additional time off but without pay or contractual benefits.

N.B. The definitions cited above are for illustrative purposes. In practice actual arrangements may be variations or hybrids of any of these provisions.

## 6. Appeals

Should an individual's request for flexible working arrangements be declined, the individual may appeal against this decision within 14 days of being notified.

If an employee wishes to appeal, they should write to the Chief People Officer within 14 days of receiving the written notification of the decision, setting out the reasons for the appeal.

The Chief People Officer will then arrange for the appeal to be heard by an appropriate manager who has had no prior involvement in the case. The appeal hearing will be a review of the decision.

The individual will have the right to attend the hearing accompanied by trade union official or work colleague. The manager who made the initial decision regarding the request may also attend if appropriate.

### Further Advice

## The Councils Practice Notes of Flexible Working

## Document Control

<b>Approval Status</b>	Draft / Final
<b>Version History</b>	
<b>Summary of Change</b>	
<b>Contact (job title)</b>	
<b>Implementation date</b>	
<b>Review Date</b>	
<b>EqIA Date</b>	
<b>Decision making body &amp; date of approval</b>	
<b>Classification</b>	

## **APPENDIX B**

# **Flexible Working: Practice Notes**

November 2020

### **1. Introduction**

The flexible working policy and practice notes aim to support greater flexibility for employees. The policy defines the framework, outlining the different types of flexible working and how they might be deployed by the service for the benefit of employees.

With the shift in emphasis towards increased work-life balance in conjunction with job satisfaction, greater flexibility in the workplace has been a main feature in this approach. The council supports everyday flexibility as a normal working practice, and one that should not only be practiced but encouraged wherever practicable.

Flexible working is part of the council's strategy to be able to react more efficiently and flexibly in its service delivery. Leveraging the use of dynamic technology and modern employment practices, thus allowing greater flexibility in work patterns.

### **2. Scope**

The policy applies to all Council employees, except those teachers directly employed by the Council and all staff appointed by schools operating under local management of schools, which have their own procedure.

N.B. Senior managers, who have separate contractual arrangements, may also take advantage of these arrangements where appropriate.

### **3. Roles and Responsibilities**

#### **3.1 The Role of the Individual**

We expect individuals to enter into the spirit of flexible ways of working and remember that increased flexibility brings with it heightened levels of co-operation with colleagues and managers.

Individuals will be part of the process for agreeing an appropriate way of working to achieve the tasks and outcomes required.

#### **3.2 The Role of the Line Manager**

We expect managers to implement new ways of working in a fair and consistent manner.

Managers need to engage in discussions in an open and constructive way to agree new ways of working which are focussed on service needs.

### 3.3 The Role of the Staff Representative

The staff representative may assist the individual put together a formal request for flexible working arrangements and may accompany them at any meetings called to discuss flexible working, including appeals.

## 4. Considering Requests for Flexible Working

When considering requests for flexible working the manager will need to take into account, among other things, the following:

- The effect on the team's ability to meet customer demand and service need.
- The impact on service quality and/or performance.
- The level of flexibility that would be best suited to the job

Dependant on the flexible working option preferred, there may be implications to resources, leave and other benefits and implications to staff will normally be discussed at a meeting to discuss the application for flexible working.

Further information on implications for both the service and the individual regarding each flexible working option can be found in Appendix A.

## 5. Working Practices

A great deal of flexibility already exists on working hours across the council, and the council wishes to support and encourage such an approach. Regular flexible working is a supported practice.

However, if further provisions are required which fall outside of regular flexible working individuals still have the statutory right to submit a formal application if they wish. Whether your team operates a formal or an informal system, it is important that the following considerations are taken into account:

- The needs of the team will vary over time. Ensure that any scheme you introduce is appropriate to the current situation and includes a mechanism for review.

As a manager:

- Ensure that staff are aware that flexibility is dependent upon the operational needs of the team and ensure that if some staff are offered more flexibility than

others, that this can be justified. You may need to explain clearly the reasons and consider the impact of flexibility on colleagues.

- Decide what records need to be kept and designate someone in your team for this purpose and ensure that all staff know what information is required by whom.
- Consider what arrangements will operate for instances of sickness, holidays, overtime, etc.

## **6. Flexible Working Options**

The general principle for pay, pension and other benefits is that these apply pro rata to the hours worked.

### **6.1 Flexitime**

An arrangement whereby an individual can determine (within in agreed timeframe) when they work their contractual hours. The arrangement works for both full-time and part-time workers. Salaries are unaffected.

The Council's flexitime arrangements are dependent upon a culture of trust and respect between staff and management and expects all staff to act reasonably and responsibly and in accordance with the spirit of the arrangement.

The flexi time scheme applies to both full time and part time employees, however, it does not provide for employees to work the hours that they wish, the needs of the service are paramount.

In particular individuals should:

- Not work long hours purely for the purpose of building up time to be taken as flexi leave
- Take an appropriate lunch break of between 30 minutes and 1 hour each day. In exceptional circumstances, and with the prior agreement of the line manager, a lunch break of between 1 – 2 hours may be taken.
- Record their start and end times for both morning and afternoon on their Flexitime Recording Sheet.

N.B. Time Off In Lieu (TOIL) is not a substitute for flexitime. These schemes are separate and operate to different principles.

### **6.2 Part-Time Working**

An arrangement whereby the individual works fewer hours than the standard contractual hours, either by working fewer days in the week or fewer hours in the day or a combination of the two. Salaries are reduced pro-rata.

This arrangement enables employees to change the number of hours worked usually by reducing working hours, or occasionally (especially if the individual is already part-time) by increasing their hours.

This is a contractual change so managers and individuals should:

- Agree arrangements in advance and in writing.
- Agree whether the arrangement is for a trial period, temporary or permanent.

### 6.3 Job-Sharing

An arrangement whereby a role is shared between two or more individuals. While the duties and responsibilities remain the same for all sharers the individuals will normally alternate days or weeks or any combination. Salaries are reduced pro-rata.

Agreement on how the work is to be split is essential so that sharers feel there is a fair division of duties.

This is a contractual change, usually, as a variation of part-time working and the manager and individuals should have a written agreement on how the full expectations of the job will be met.

Managers should be receptive to requests to job share as it gives flexibility to design the job in a way that best suits service needs and ensure there is a documentation system for continuity of service when work is handed over.

When a vacancy arises in a post being job shared, the existing job sharers should be involved in reviewing working arrangements and may be given the opportunity to meet prospective partners although they are not actively involved in the recruitment process and cannot influence the outcome of the selection panel.

Job sharers may apply individually or as partners for appointment or promotion and these applications should be considered on an equal basis as single full-time applicants.

### 6.4 Compressed Hours

An arrangement whereby an individual works their contractual hours over fewer days to a working pattern that is pre-determined and agreed. Salaries are unaffected.

An example of compressed working would be the “nine-day fortnight”. In this arrangement an individual would work 72 hours over 9 working days (8 hours per day).

This arrangement does not require a contractual change but managers and individuals should note:

- Individuals should be prepared to rotate their non-working day to meet the needs of the service.
- If several members of the team are using this arrangement, then a rota might be employed to ensure the days (both working and non-working) are fairly distributed.

- It is usual to convert the individual's annual leave from days to hours. A day's leave can then reflect the number of hours worked per day. e.g. for a nine-day fortnight this would be 8 hours.
- If a Bank Holiday falls on a day of an employee's work schedule, it should be assumed to equate to the number of hours of the compressed work schedule for that day, e.g. nine-day fortnight = 9 hours.
- If a Bank Holiday falls on an employee's scheduled non-work day, the preceding or subsequent workday (or another day as agreed with the line manager) should be designated in lieu of holiday.

### 6.5 Annualised Hours

An arrangement whereby the total contracted hours over a year are redistributed to match the peaks and troughs in the workload or the individual's availability, or a combination of the two. Individuals receive the same payment each month so matching flexibility with a predictable income which aids budgeting, for both parties.

While annualised hours is far the most popular and easiest arrangement to administer, an employee's hours may be aggregated over a shorter period but generally not shorter than a month. Employees work more or less hours each week as agreed, usually fitting in with seasonal peaks and troughs of the service, up to the maximum agreed for the period.

This is a contractual change so managers and individuals should:

- Agree how pay will be administered. The option with the most mutual benefit is for salary to be paid over 12 equal monthly payments with a recovery clause for any overpayment if the individual leaves before completing the contracted hours for the period.
- Agree a procedure for how reserved hours will be called upon, which will ensure that this is fair within the team.
- Consider what will happen when all an individual employee's reserve hours through the period have not been used up. They may be paid, unpaid, or carried over to the following period. Similarly, how might hours which are required above the agreed annual total be arranged?

This arrangement can be useful where the workload is uneven and rises and falls on a seasonal basis but has a degree of predictability based on past experience, e.g. grounds maintenance staff.

### 6.6 Term-Time Only Working

An arrangement whereby an individual reduces their hours in order to take time off during school holidays.

Term-time working is a particularly popular initiative to promote effective work-life balance, the arrangement is usually defined in hours that enable parents to spend more time with their children through unpaid leave over the school holidays. It also

supports parents who have difficulties arranging care that complements school opening hours.

Calculated on the basis that most or all the paid leave is taken during the school holiday periods, thereby reducing the unpaid amount. It can apply to full-time and part-time staff, trading time off for a reduction in income but retaining a permanent contract.

This is a contractual change so managers and individuals should:

- Understand that the majority of leave should be taken within the school holidays, usually leaving a few days for term time emergencies. The timing of the planned absences need to be determined well in advance or at the beginning of each leave year.
- Understand that a reduced annual salary will be paid, spread equally across 12 months.
- Understand that the contract will include a clause enabling the reclamation of any overpayment as a result of the employee leaving before completing the contracted hours.

## 6.7 Unpaid Leave

An arrangement whereby individuals can have additional time off but without pay or contractual benefits.

The Council has a scheme to buy additional annual leave and this spreads the cost over the year.

N.B. The definitions cited above are for illustrative purposes. In practice actual arrangements may be variations or hybrids of any of these provisions.

## 7. Process for Requesting Flexible Working

### 7.1 Formal Requests for Flexible Working

All employees with at least 26 weeks' continuous employment have a statutory right to request a specific flexible working arrangement and managers have a statutory duty to consider a request in a reasonable manner and can only decline a request for flexible working where there is a clear business reason for doing so.

It is up to the employee to make a considered application in writing.

Within 28 days of receiving the request, the manager should arrange to meet with the employee. This provides the manager and the employee with the opportunity to explore the proposed work pattern in depth, and to discuss how best it might be accommodated. It also provides an opportunity to consider other alternative working patterns should there be problems in accommodating the work pattern outlined in the employee's application. The employee can, if they wish, bring a staff representative to a flexible working meeting.



Within 14 days after the date of the meeting the manager must write to the employee to either agree to a new work pattern and a start date; or to provide clear business grounds as to why the application cannot be accepted and the reason why the grounds apply in the circumstances and set out the appeal procedure.

All time periods may be extended where both the manager and the employee agree but any extensions must be recorded in writing by the employer and copied to the employee.

The procedure provides an employee with the right to appeal against their manager's decision within 14 days of being notified.

Managers should contact HR if they require advice and guidance on implementing this aspect of the flexible working policy.

## 7.2 Appeal Procedure

If an employee wishes to appeal they should write to the Chief People Officer within 14 days of receiving the written notification of the decision, setting out the reasons for the appeal.

The Chief People Officer will then arrange for the appeal to be heard by an appropriate manager who has had no prior involvement in the case. The appeal hearing will be a review of the decision and will be supported by HR.

The individual will have the right to attend the hearing and to be accompanied by a friend, trades union representative or other representative. The manager who made the initial decision regarding the request may also attend if appropriate.

The decision may be given at the appeal hearing and will in any event be confirmed in writing within fourteen days of the hearing.

The decision following the appeal shall be final.

The appeal process must be completed within 3 months of receipt of the original flexible working request.

## Appendix A – Structured Decision Making

When considering what flexible working arrangements are appropriate for the service; and in response to individual request, managers should use the following grid to reach a decision regarding changes in working practice:

<p><b>Part-time Working</b></p>	<ul style="list-style-type: none"> <li>• Some services can be delivered more flexibly by part-time staff in terms of the range of hours worked. All part-time employees receive salary and annual leave and bank holiday entitlement pro rata to the number of hours worked. Requests for part time work should be considered in relationship to the job requirements. Unreasonable refusal to consider a request for part-time working may constitute unlawful discrimination as case law would suggest that imposing a requirement to work full time can indirectly discriminate against women.</li> <li>• Working fewer hours can be very important for many employees to achieve a better work-life balance, in particular for parents, students, some disabled people and those wishing to pursue further education or other outside interests.</li> <li>• Could service needs be covered without unreasonable additional costs?</li> <li>• What is the impact on the rest of the team?</li> <li>• Arrangements must be agreed in advance and in writing between employee and manager.</li> <li>• Consider whether there are equalities issues around changing working hours, in particular changing a part-time post to full-time post without opening up the post to a wider recruitment process.</li> <li>• Possible advantages – reduction in payroll costs, maximum flexibility, diverse audience.</li> <li>• Possible disadvantages – complexity/time involved in managing schedules, increase in headcount if new employees needed.</li> </ul>
<p><b>Term-time Working</b></p>	<ul style="list-style-type: none"> <li>• Possible advantages include – attractive to parents, can be linked to development opportunities for other staff.</li> <li>• Possible disadvantages – payroll administration, cover, colleagues' antipathy, a reduction in earnings for people who previously worked high amounts of overtime.</li> </ul>
<p><b>Annualised Hours</b></p>	<p>If the employee does not work the full time hours for the post, salary and all pay-related benefits are reduced pro rata to the full time entitlement:</p> <ul style="list-style-type: none"> <li>• pension</li> </ul>

	<ul style="list-style-type: none"> <li>• redundancy pay</li> <li>• holidays and special leave/pay</li> <li>• sick and maternity pay</li> </ul>
<b>Compressed Hours</b>	<p>Compressed working leads to a longer than average working day. It is therefore very important to take regular breaks in line with the Working Time Regulations and not to spend too much time working on one particular task, e.g. word processing. For the Council, the availability of employees to work longer days may enable them to extend the hours of service delivery.</p>
<b>Job Sharing</b>	<p>Managers should be receptive to requests to job share as it gives flexibility to design the job in a way that best suits service needs. Very few posts are unsuitable for job sharing although a little imagination may be required.</p> <p>Service considerations</p> <ul style="list-style-type: none"> <li>• part of the job can be covered during sick/annual leave. If resources are available and it would benefit the service, a job sharer could be asked to work additional hours when the other is absent</li> <li>• documented systems for ensuring continuity of service at handover can benefit the rest of the team</li> <li>• two or more people can bring complementary expertise to the job that may exceed the expertise of one</li> <li>• greater flexibility than a single postholder, for example, by working peak periods together</li> <li>• the practicalities of having a large number of job shares in a section need to be considered - more demands on a manager responsible for 20 people instead of 10 and clarity around who carries out job reviews, 1-1's, etc.</li> <li>• there are some indirect cost implications to job share – e.g. increased training cost.</li> </ul> <p>Implications for the employee</p> <ul style="list-style-type: none"> <li>• Salary and all pay-related benefits are reduced pro rata to the full-time entitlement, for example</li> <li>• Pension</li> <li>• Redundancy</li> <li>• Holidays and special leave/pay</li> <li>• Sick and maternity pay</li> </ul>
<b>Additional Considerations</b>	
<ul style="list-style-type: none"> <li>• The Working Time Regulations, regarding breaks and the maximum number of hours worked in a particular period are relevant</li> </ul>	



**Report for:** Staffing & Remuneration Committee - 1 December 2020

**Title:** Schools Model Pay Policy Report

**Authorised by:** Dan Paul, Chief People Officer

**Lead Officer:** Julie Amory, Head of Schools HR

**Ward(s) affected:** All

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

**1 Describe the issue under consideration**

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

**2 Cabinet Member Introduction**

2.1 Not applicable.

**3 Recommendations**

3.1 The report is for the Committee to approve the updated Haringey Schools Model Pay policy for September 2020 and recommend its adoption to Haringey maintained Schools.

**4 Reason for Decision**

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

**5 Alternative options considered**

5.1 Not applicable.

**6 Background information**

6.1 Following a period of consultation, the 2020 School Teachers' Pay and Conditions Document (STPCD) was published. The STPCD implements the recommendations set out in the 30<sup>th</sup> report of the School Teachers' Review Body (the STRB).

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

- 6.3 The Haringey Schools Model Pay Policy 2020 has been updated at Appendix 4 to reflect the new pay grades. The Schools Consultative Group members have been notified and consulted on the changes.
- 6.4 Due to delays in the Department of Education issuing the updated teacher pay awards, there was a delay in the Authority being able to update the policy.
- 6.5 The Model Policy was issued for use to all Haringey Schools in October 2020, however, due to timing issues it was not possible to get this Policy to the October Staffing and Remuneration Committee.

## **7 Contribution to strategic outcomes**

- 7.1 Not applicable.

## **8 Statutory Officers' comments**

### **Assistant Director for Corporate Governance**

- 8.1 The Assistant Director of Corporate Governance has been consulted in the preparation of this report. Legal Services has been involved in reviewing of the proposed Pay Policy and confirms that it complies with all relevant legislation.

## **9 Chief Finance Officer**

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

## **10 Use of Exempt Appendices**

- 10.1 Appendix A - Haringey Model Schools Pay Policy 2020.

## **11 Local government (Access to Information) Act 1985**

- 11.1 Not applicable.

## Appendix A



# Haringey Schools Policies

## Model Pay Policy

<b>Date of issue:</b>	<b>13 October 2020</b>
Status: This Model Pay Policy is effective from 1 <sup>st</sup> September 2020. A process of consultation with the relevant trade unions has been undertaken. This policy is the recommended policy for adoption by the Governing Bodies of Community and Voluntary Controlled schools. Voluntary aided or foundation schools may also choose to adopt it Advice and support on this policy is available from the School's HR service.	

## Document Control

<b>Version History</b>	v2 October 2020
<b>Implementation date</b>	Effective from 1 <sup>st</sup> September 2020
<b>Review Date</b>	2021
<b>Decision making body &amp; date of approval</b>	Staffing and Remuneration Committee
<b>Summary of Changes</b>	Revised to reflect changes to Support Staff and Teachers Pay, following the pay awards in 2020



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## **1. Introduction**

- 1.1 This pay policy seeks to ensure that all staff are fairly and equitably rewarded for their contribution to the school. This policy is intended to be a whole school policy; however, it predominately relates to setting a framework for making decisions on teachers' pay.
- 1.2 This policy has been developed to comply with current legislation and the requirements of the School Teachers Pay and Conditions Document 2020 (STPCD). This policy should be read and implemented in accordance with the STPCD.
- 1.3 Changes in the pay of support staff in community schools will be determined in accordance with the Council's decisions as recommended to governing bodies. The Council will consult with recognised trade unions prior to making any changes to this policy.
- 1.4 The pay policy will work in conjunction with the school's teacher appraisal policy with regard to pay decisions (which are linked to individual performance), and the appraisal policy should be read in conjunction with this policy.
- 1.5 The policy will be reviewed annually by the governing body and particularly where there are changes in the STPCD affecting areas of discretion to be exercised by the "relevant body" (which, for community schools, is the governing body).

## **2. Principles**

- 2.1 The governing body is committed to the operation of an appraisal process for teachers and support staff, with the objective of supporting the progress of pupils and the maximising professional development of all staff.
- 2.2 In this school, all staff can expect to receive regular, constructive feedback on their performance. In addition, all staff will be given an annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. For teachers, decisions regarding pay progression will be made annually with reference to the most recent appraisal report.
- 2.3 The governing body will ensure that its processes are open, transparent and fair. All decisions made in line with this policy will be reasonable and justified.

## **3. Roles and Responsibilities**

- 3.1 The governing body will:
  - Maintain and improve the quality of education offered by the school by adopting a pay policy, which supports the school's overall aims and priorities (as set out in the school development plan).
  - Balance the competing demands made on the school's limited budget so that all needs are addressed as effectively as possible.

- Manage its pay policy in a fair, reasonable and open manner.
- Keep its policy in line with the government's initiatives around workforce reform.
- Support the Council's policy to pay employees an hourly rate no lower than the London Living Wage as announced by the Mayor of London. Contractors are encouraged to commit to paying the London Living Wage to staff they employ to provide services to the school.
- In relation specifically to leadership pay:
  - Consider annually whether or not to increase the salary of members of the leadership group;
  - Set the appropriate levels of pay for the different roles;
  - Assure themselves that appropriate arrangements for linking appraisal to pay are in place and can be applied consistently, and that pay decisions can be reasonable and justified;
  - Approve salaries and the award of performance pay in line with the school's pay policy; and
  - Identify and consider budgetary implications of pay decisions and consider these in the school's spending plan.
- Establish a pay committee, comprising of at least three governors. All governors will be eligible for membership of the pay committee and will be eligible to take part in any discussions (including those relating to individuals) where their interest cannot be called into question in terms of any form of bias to one individual or another on the basis of prior, existing or expected future relationships, professional or personal. Decisions of the pay committee will be placed in the confidential section of the governing body's agenda.

### 3.2 The Pay Committee will:

- Ratify pay decisions for individual teachers as required by the pay policy, taking into account the recommendations contained within appraisal documentation;
- Review the implementation of the policy annually including assessment of the impact of the policy on progression trends to ensure compliance with equalities legislation, consulting with the headteacher, staff and trade union representatives; and submitting findings to the governing body for approval; and
- Be responsible for organising teacher pay appeals.

### 3.3 The headteacher will:

- Submit any updated pay policy to the governing body for approval;
- Ensure that the school's Senior Leadership Team (SLT) are briefed as appropriate on the application of the governing body's approach to linking performance appraisal to pay progression and ensure consistency of approach in the application of this policy;
- Have the final say on all recommendations in relations to pay progression or otherwise;
- Submit pay recommendations to the governing body and ensure the Governing Body has sufficient information upon which to make pay decisions;
- Ensure that teachers are informed about decisions reached and that records are kept of recommendations and decisions made.

#### **4. Equality**

- 4.1 Decisions relating to pay must always be applied fairly and in accordance with employment legislation and the school's Equality and Diversity in Employment Policy.

#### **5. Support staff pay**

- 5.1 The governing body will apply the national (the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service - Green Book) and locally agreed conditions of service.
- 5.2 The Greater London Provincial Council (GLPC) job evaluation methodology for support staff should be used as a method of reviewing grades when duties change, jobs are created or the governing body reviews salaries for support staff. Grading structures and allowances will reflect those set out in the Equal Pay & Conditions Review – “Single Status” Agreement(2008).
- 5.3 Where an employee was previously employed under Local Government service conditions of service immediately prior to his/her taking up a post at the school the employee will be paid a salary at the equivalent spinal point where this is within the overall grade of the post.
- 5.4 Support staff can appeal a job evaluation grading if their grade goes down or they can request a review of their grade evaluation by their HR provider if the job is evaluated at the same grade as previously, or a lower than the expected grade. Advice from the school's HR service will be sought on the specifics of the appeal process.
- 5.5 For additional time limited tasks, an honorarium may be paid. Where honoraria are proposed a record should be kept of the additional work undertaken by the individual and any advice sought from the school's HR service on the appropriate size of the honoraria. Where honoraria are being considered consideration should be given to ensuring all staff have equal access to the opportunity. Honoraria shall be reviewed regularly and will not be used as a substitute for updating structures and job descriptions where the change is likely to be permanent.
- 5.6 Where a post's hourly rate falls beneath the London Living Wage rate, a supplement shall be paid to the Employee to bring them up to this level. In line with the Haringey agreement increases in the London Living Wage rate shall be effective from the date of the announcement from the Mayor's Office.

#### **6. Teachers' pay**

All teachers employed at the school are paid in accordance with the statutory provisions of the STPCD, as updated. A copy of the STPCD 2020 may be viewed online at [www.gov.uk](http://www.gov.uk).

## **6.1 Pay Reviews and Progression**

- 6.1.1. The governing body (through the pay committee) will ensure that every teacher's salary is reviewed with effect from (and any decisions backdated to) 1 September each year and no later than 31 October (31 December for headteachers). Where a teacher is on long-term absence at the relevant time consideration will be given to adjusting the timing on a case-by-case basis. By 31 October, the governing body will provide the teacher with an individual written statement setting out their salary and any allowances to which they are entitled.
- 6.1.2 Pay reviews for all teachers, including the headteacher, will be conducted in line with the STPCD, and will be based on performance as recorded through staff appraisal. Pay progression is not automatic for teachers. Every appraisal report will contain a pay recommendation (see the teacher appraisal policy). Final decisions about whether or not to accept pay recommendations will be made by the governing body (through the pay committee where appropriate), having regard to evidence provided as part of the performance appraisal review and process. All pay decisions (i.e. no movement, one point or two points) will be clearly attributable to the performance of the teacher. The governing body /pay committee must be able to justify its decision.
- 6.1.3 For eligible teachers to move up the teachers' pay range, all teachers, including the headteacher will need to have successfully completed their appraisal. The evidence used will be only that available through the performance appraisal process as outlined in the teacher appraisal policy.
- 6.1.4 Decisions not to progress up the pay spine will only be made in circumstances where concerns about standards of performance have already been raised as part of the appraisal process.
- 6.1.5 Reviews may take place at other times of the year to reflect any changes in circumstances or job description that leads to a change in the basis for calculating an individual's pay. A written statement will be provided after any review and where applicable will give information about the basis on which a decision was made.

## **6.2 Absence or partial completion of objectives**

- 6.2.1 Where a teacher has been absent for some or all of the appraisal cycle, for example, as a result of long-term sickness absence or maternity leave, the assessment in relation to pay progression will be based on performance during any period of attendance and/or prior performance. In exceptional circumstances, for example, where objectives have not been fully met due to factors entirely outside the control of the appraisee, the appraiser may apply discretion in recommending pay progression where good progress towards objectives has been made.

## **6.3 Headteacher Pay**

### **Determining the Headteacher group and pay range**

6.3.1 The governing body will assign the school to a headteacher group as set out in the STPCD by reference to the school's total unit score, calculated in accordance with the STPCD before determining the headteacher's pay range for the post. This determination includes STPCD advice on headteacher pay if the headteacher is appointed as headteacher of more than one school. In any determination or redetermination of leadership pay, the pay range for the headteacher will start no lower than the minimum of the relevant headteacher group and the pay range for any deputy or assistant head.

**On Appointment:**

6.3.2 When determining the headteacher pay range, the governing body will take into account:

- all the permanent responsibilities of the role, including any permanent responsibility as the headteacher of more than one school;
- any challenges that are specific to the role;
- all the other relevant considerations, for example, any recruitment and retention difficulties, the requirements for a fixed-term appointment or candidate specifications, including how well the appointee meets the requirements of the post; and
- how much room is appropriate for progression for the individual?

6.3.3 The governing body may also determine to use its discretion to set the leadership pay range up to 25% above the headteacher group. In exceptional circumstances that are supported by a robust business case, the governing body may agree to award above the 25% limit. In both such circumstances the governing body must seek external independent advice (e.g. from the LA) before a decision.

6.3.4 When determining the headteacher pay range to advertise, the governing body will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the governing body considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack. The governing body will record its reasons for the determination of the head pay range and salary on appointment.

6.3.5 Where the headteacher pay range has been determined prior to 1 September 2011 and is above the calculated group size, it will remain in place for so long as that headteacher pay range applies and until a new determination is made. A new determination must be made should the headteacher post become vacant.

6.3.6 Where the governing body has, prior to 1 September 2011, made a decision to increase the individual school range beyond the maximum of the leadership pay range this will remain in place and the governing body will continue to determine the value of each point above the highest point for so long as that headteacher pay range applies.

6.3.7 The governing body will ensure that the process of determining the remuneration of the headteacher is fair and transparent. There will be a proper record made of the reasoning behind the determination of the headteacher pay range and the ratification of decisions made in this respect.

6.3.8 The headteacher pay range for the academic year 2020-2021 is as set out in Appendix 4.

#### **6.4 Headteacher pay progression (See 6.1 for further details)**

6.4.1 One-point progression will be awarded where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression.

6.4.2 The pay committee may re-determine the serving headteachers "pay range", in accordance with the provisions of the STPCD, as at 1 September or at any time if they consider it is necessary and justified.

#### **6.5 Temporary payments to the headteacher**

6.5.1 An additional temporary payment (of up to 25% of annual salary) in accordance with the provisions of the STPCD will only be considered for additional responsibilities that are undertaken on a clearly temporary or irregular basis, and which have not already been taken into account when determining the headteacher pay range, for example, any temporary responsibility for additional schools. All recruitment and retention considerations must be taken into account when setting the headteacher's pay range.

6.5.2 The pay committee will consider using its discretion, in wholly exceptional circumstances, to exceed the 25% limit on temporary payments, as set out in the STPCD. However, before agreeing to do so, it will seek the agreement of the governing body, which in turn will seek external independent advice before providing such agreement.

#### **6.6 Overall limits on Headteacher pay**

6.6.1 Ordinarily, the pay committee will ensure that the total sum of salary and any other payments made to the headteacher in any school year does not exceed 25% above the maximum of the headteacher group, excepting any additional payments made for residential duties that are a requirement of the post or payment in respect of relocation benefits which relate solely to the personal circumstances of the headteacher.

6.6.2 In wholly exceptional circumstances, the governing body will consider using its discretion to exceed the normal limits on temporary payments and the sum of total salary, as set out in the STPCD. However, before agreeing to do so, the governing body will seek advice from the Council before providing such agreement.

#### **6.7 Deputy/Assistant headteachers**

##### **Determining the Deputy / Assistant headteacher pay range**

6.7.1 Posts will meet the basic criterion of "leadership responsibilities across the whole school to be paid on the leadership pay ranges. The professional duties of deputy and assistant headteachers are set out within the STPCD 2020.

6.7.2 The governing body will determine a five point pay range for deputy and assistant

headteachers on 1 September each year or at any other time of year in the following circumstances:

- When it proposes to make new appointments, or
- Where there is a significant change in circumstances and / or the responsibilities of serving deputy or assistant headteachers.

6.7.3 The governing body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows

- Teachers will start no lower than the minimum of the leadership scale;
- The pay committee will determine a pay range which must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations, including recruitment and retention factors;
- Ensure that salary on appointment is such that there is scope for future performance related pay progression.

6.7.4 In making any decision to exercise its discretion in this respect, the governing body will ensure that to action such an increase will offer the school value for money in the services it is able to provide in relation to the costs incurred and will require evidence to support any such case. The governing body will record the rationale for leadership pay determinations and the reasons for any redetermination of pay.

6.7.5 When determining the deputy/assistant head pay range to advertise, the governing body will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the governing body considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack. The pay committee will record its reasons for the determination of the deputy/assistant head pay range and salary on appointment.

6.7.6 The governing body has determined that [number] deputy headteacher posts and [number] assistant headteacher posts are to be included in the school's staffing structure. Where there is more than one deputy headteacher or more than one assistant headteacher, the governing body have the discretion to determine different pay ranges for each post.

6.7.7 The governing body has determined a pay range for deputy and assistant headteachers in accordance the provisions of the STPCD 2020 with due regard to pay rates for other teaching posts and the headteacher.

6.7.8 The pay range for assistant headteachers and deputy headteachers for the academic year 2020-2021 as set out in Appendix 4.

6.8 **Deputy / Assistant headteacher pay progression** (See 6.1 for further details)

6.8.1 One-point progression will be awarded where there has been a sustained, high quality of performance, with particular regard to leadership, management and pupil progress at the school. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality



of performance that must be demonstrated for one-point progression.

## **OTHER CLASSROOM TEACHERS**

### **6.9 Leading practitioners**

6.9.1 The governing body has determined that [number] leading practitioner posts are to be included in the school's staffing structure. These posts have the primary purpose of modelling and leading improvement of teaching skills. Additional duties will be set out in the job description of the leading practitioner. Successful candidates will demonstrate excellence in teaching and will be able to contribute to leading the improvement of teaching skills.

6.9.2 Where there is more than one leading practitioner post, the governing body have the discretion to determine different pay ranges for each post. The governing body will be able to justify its decision.

### **Determining the Leading Practitioner pay range**

6.9.3 The pay range for each leading practitioner post for the academic year 2020-2021 is set out in Appendix 4.

6.9.4 A Leading Practitioner is not eligible for a teaching and learning responsibility payment or a special educational needs allowance.

### **Progression on the Leading practitioner pay range** (See 6.1 for further details)

6.9.5 The governing body will consider awarding one pay point on the individual range for the post having regard to evidence provided as part of the Performance Appraisal review, the appraisal report, the relevant teachers' standards and taking into account advice from senior leaders. The governing body may consider awarding two-point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one-point progression.

### **6.10 Classroom teachers**

#### **Onappointment**

6.10.1 Although governing bodies are no longer required to match a teachers' existing salary on either the main, upper or the unqualified pay scales, governors will ensure that the existing pay point of teachers applying for posts in the school is matched where the salary reflects an appropriate reference point in this policy. In exceptional circumstances, the governing body reserves the right to consider offering a higher alternative salary level. Advice will be sought from school's HR service before any such decision is taken.

### **6.11 Upper Pay Range**

6.11.1 Qualified teachers who have applied for and been assessed by this school as meeting the standards for payment on the Upper Pay Range will be paid in accordance with the school's upper pay range as set out in Appendix 4. The criteria and process to progress to the Upper

Pay range can be found in Appendix B and C.

6.11.2 Any points awarded on the upper pay range are permanent, while the teacher remains in the same post or takes up another post in this school.

**Progression on the Upper Pay Range (See 6.1 above and Appendix 1 & 2 for further details)**

6.11.3 All decisions regarding pay progression will be made annually with reference to the most recent appraisal report. UPR teachers will be eligible to progress to the next point on the school's upper pay range where their appraisal outcome confirms that their performance over at least two academic years in this school has been highly competent in all elements of the Teachers standards and that their achievements and contribution to the school are substantial and sustained. Pay progression will be judged as evidenced by Performance Appraisal outcomes.

6.11.4 Any points awarded on the upper pay range are permanent, while the teacher remains in the same post or takes up another post in this school.

6.11.5 For new appointees the teacher's performance appraisal reports from previous schools can be considered by the Headteacher and/ governing body where it assists with pay progression decisions

**6.12 Main pay range**

6.12.1 Qualified teachers who have not been assessed as meeting the criteria to access to upper pay range will be paid in accordance with the main pay range.

6.12.2 The Governing Body has adopted the following main pay range as set out in Appendix 4.

6.12.3 In determining where on the main pay range an individual teacher should be placed on appointment, the governing body will consider

- Specialist skills and knowledge
- Specialist qualifications
- Number of year's teaching experience
- The teacher's current remuneration

**Progression on the Main Pay Range (See 6.1 for further details)**

6.12.4 The evidence used will be only that available through the performance management/appraisal process and meeting the teacher's standards taking into account their role in the school. The governing body may consider awarding two- point progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one- point progression. Decisions not to progress up the pay spine will be made in circumstances where concerns about standards of performance have been raised in writing as part of the appraisal process.

6.12.5 The pay committee will be advised by the headteacher in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to

the performance of the teacher in question. The pay committee must be able to justify objectively its decisions.

### **6.13 Newly Qualified Teachers**

6.13.1 Decisions on pay progression for newly qualified teachers subject to statutory induction arrangements will be taken by 31<sup>st</sup> October each year to take effect on and be backdated to 1<sup>st</sup> September of that year and will be based on a recommendation from the headteacher which takes account of the teacher's assessment under the induction arrangements and against the Teachers' Standards. Judgments will be properly rooted in evidence provided as part of the Induction process.

### **6.14 Unqualified Teachers Pay Range**

6.14.1 An unqualified teacher is either a trainee working towards qualified teacher status, an overseas trained teacher who has not exceeded the four years they are allowed without obtaining qualified teacher status, or an instructor with a particular skill.

6.14.2 In determining where on the unqualified teacher range an individual teacher should be placed on appointment, the governing body will consider:

- Specialist skills and knowledge
- Specialist qualifications
- Previous teaching experience
- The teacher's current remuneration

6.14.3 The school's pay range for an unqualified teacher is as set out in Appendix 4.

#### **Progression on the Unqualified Pay Range** (See 6.1 for further details)

6.14.4 Any pay points awarded to unqualified teachers are permanent, while the teacher remains in the same post or takes up a new one at this school.

6.14.5 Unqualified teachers are not eligible for teaching and learning or special educational needs allowances. The governing body will not under any circumstances determine a salary for an unqualified teacher outside of the unqualified teacher pay spine.

### **6.15 Unqualified Teachers' Allowance**

6.15.1 The governing body has the discretion to award an additional allowance to an unqualified teacher where it considers that, in the context of its staffing structure the teacher has taken on a sustained additional responsibility which is focused on teaching and learning and requires the exercise of a teacher's professional skills and judgement, or where the teacher holds qualifications or experience which bring added value to the role being undertaken.

6.15.2 The governing body will pay an unqualified teacher on one of the employment-based routes into teaching on the classroom teacher/unqualified teacher pay scale. The governing body may choose which pay scale will be applied to such teachers and in what circumstances. It is recommended that a graduate teacher be paid as a qualified teacher

and a registered teacher as an unqualified teacher.

## **7 Allowances for classroom teachers**

### **7.1 Teaching and Learning Responsibility Payments**

- 7.1.1 TLRs can only be awarded to posts held by qualified teachers paid on the main or upper payscale. They cannot be awarded to unqualified teachers, Leading Practitioners or members of the Leadership Group.
- 7.1.2 The pay committee may award a TLR to a classroom teacher in accordance with the STPCD.
- 7.1.3 TLR 1 or 2 payment will be made for undertaking a sustained additional responsibility in the schools staffing structure for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable.
- 7.1.4 All job descriptions will be regularly reviewed and will make clear the responsibility or package of responsibilities for which a TLR is awarded.
- 7.1.5 The pay committee may award a fixed-term TLR3 of between £571 and £2,833 for identifiably time-limited school improvement projects, the duration of the fixed-term must be established at the outset and payment should be made on a monthly basis for the duration of the fixed-term. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either a TLR1 or a TLR2 may also hold a concurrent TLR3. No safeguarding will apply in relation to an award of a TLR3.
- 7.1.6 TLRs are awarded at the discretion of the governing body and will only be awarded if the governing body is satisfied that the duties of the post include a significant responsibility that is not required of all classroom teachers and that:
- a) is focused on teaching and learning;
  - b) requires the exercise of a teacher's professional skills and judgement;
- 7.1.7 In addition to the above, the award of a TLR 1 or 2:
- a) requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum;
  - b) has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils, and;
  - c) involves leading, developing and enhancing the teaching practice of other staff.
- 7.1.8 In addition, before awarding a TLR1, the governing body must be satisfied that the significant responsibility referred to above includes line management responsibility for a significant number of people.
- 7.1.9 See Appendix 4 for the schedule of payments.

### **7.2 Special Educational Needs Allowance**

7.2.1 A Special Educational Needs (SEN) allowance can only be awarded to posts held by qualified teachers paid on the main or upper pay scale. They cannot be awarded to unqualified teachers, Leading Practitioners or members of the Leadership Group. The role of SENCO, as a managerial responsibility, is not one that meets the criteria for a SEN allowance, but rather it is more appropriately rewarded by a TLR payment. If, in addition to their SENCO role, a teacher meets the criteria set out in the STPCD, then they should be eligible for both a TLR payment and a SEN allowance. However, they are distinct payments – one payable for additional responsibility, the other for the demands of the teaching role they are carrying out.

7.2.2 The governing body will award a SEN Allowance to a classroom teacher or SEN support teacher:

- a) in any SEN post that requires a mandatory SEN qualification (not including the mandatory SENCO qualification leading to the achievement of the National Award for Special Educational Needs Co-Ordination),
- b) in a special school,
- c) who teaches pupils in one or more designated special classes or units in a school or, in the case of an unattached teacher, in a local authority unit or service,
- d) in any non-designated setting (including any pupil referral unit) that is analogous to a designate special class or unit, where the post:
  - i. involves a substantial element of working directly with children with special educational needs,
  - ii. requires the exercise of a teacher's professional skills and judgment in the teaching of children with special educational needs, and
  - iii. has a greater level of involvement in the teaching of children with special educational needs than is the normal requirement of teachers throughout the schools or unit within the school or, in the case of an unattached teacher, the unit or service.

7.2.3 The SEN allowance is determined as a spot value, taking into account the structure of the school's SEN provision and:

- a) whether any mandatory qualifications are required,
- b) the qualifications and expertise of the teacher relevant to the post, and
- c) the relative demands of the post.

7.2.4 The values of the SEN allowance to be awarded are set out in Appendix 4.

### **7.3 Additional allowances**

#### **Acting Allowance for Teachers**

7.3.1 Where a teacher is assigned and carries out duties of a headteacher, deputy headteacher, or assistant headteacher, but has not been appointed as an acting headteacher, deputy headteacher or assistant headteacher, the governing body will, within the period of four weeks beginning on the day on which such duties are first assigned and carried out,

determine whether or not an “acting allowance” must be paid in accordance with the following provisions.

- 7.3.2 Where the governing body determines that an acting allowance will not be paid but the relevant duties continue, then the governing body may review this decision and make a further determination at a future date as to whether or not an acting allowance may be paid.
- 7.3.3 If paid, the acting allowance will be of such value as to ensure that the teacher receives remuneration of equivalent value to such point on the leadership pay spine as the governing body has determined applies to the headteacher, deputy headteacher or assistant headteacher (as set out in this policy).
- 7.3.4 For as long as an acting allowance is being paid, the teacher will be expected to undertake the professional responsibilities applicable to a headteacher, deputy headteacher or assistant headteacher and work to the relevant teachers’ standards.
- 7.3.5 Where a member of staff covers the full duties of a higher graded role on a temporary basis, for example to cover a vacancy or in the absence of the substantive post holder (other than to cover for annual leave), for the period of at least 12 weeks, they may be paid an acting allowance equivalent to the grade of the post they are covering. Acting arrangements are time limited and will be subject to regular review.
- 7.3.6 Where an employee who is not a teacher is undertaking partial duties of a higher graded role, a special recognition agreement may instead be considered.

## **7.4 Additional Payments**

- 7.4.1 The relevant body may make such payments as it sees fit to a teacher in respect of:
  - a) Continuing professional development undertaken outside the school day;
  - b) Activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
  - c) Participation in out-of-school hours learning activity agreed formally between the teacher and the headteacher or governing body. Teachers will not be compelled to offer such an activity but, where they do, the governing body will expect a more formal commitment from the teacher and that the head teacher may direct the place, timing, frequency of the activity as well as which pupils take part and the content. In these circumstances, the school will offer a payment to the teacher equating to an appropriate value for example at a flat hourly rate.
  - d) In order to ensure effective work life balance and also value for money in the delivery of the services provided the governing body should consider carefully who is best placed to undertake these activities. It may not necessarily be a teacher and the use of support staff might be more appropriate. Activities

should be offered to staff following a fair and transparent process.

- e) Additional responsibilities and activities due to, or in respect of, the provision of services relating to the raising of educational standards to one or more additional schools.

## **7.5 Recruitment and retention incentives and benefits**

- 7.5.1 Payments will not be made under the “recruitment and retention” criteria for additional work undertaken, for specific responsibilities or to supplement pay for reasons other than, under paragraphs 27.1 and 27.2, for the re-imburement of reasonably incurred housing or relocation costs. Nor will any recruitment and retention payment be made to a headteacher, deputy or assistant headteacher; as the governing body will take into account recruitment and/or retention difficulties in determining the relevant pay range.
- 7.5.2 In the case of retention, a recommendation to offer incentives or benefits would be made by the headteacher for teachers to the pay committee.
- 7.5.3 Governing bodies are free to determine the value of any reward. In their determinations, the governing body should consider whether recruitment and retention incentives and benefits should be offered to new or existing teachers, and if so their nature, value, duration and the circumstances under which they may be paid.
- 7.5.4 Subject to paragraph 27.2 in the STPCD, governing bodies may consider introducing a salary advance scheme for a rental deposit as an additional tool for supporting the recruitment and retention of teachers.
- 7.5.5 These should be set out in writing and if necessary include a review date. The governing body must make budget provision for such payments. The governing body will be able to justify its decision and have clearly defined criteria for making such decisions.
- 7.5.6 The Governing Body will conduct a formal regular assessment of such award.

## **7.6 Part-time teachers**

- 7.6.1 Teachers employed on an ongoing basis at the school who work less than a full working week are deemed to be part time. The governing body will ensure that part time teachers are given a written statement detailing their working time obligations (within and beyond the school day) and the standard mechanism used to determine their pay, subject to the provisions of the statutory pay arrangements and by comparison to the school’s timetabled teaching week for a full time teacher in an equivalent post.
- 7.6.2 Part time teachers will be paid a pro-rata percentage of the appropriate full-time equivalent salary against the timetable week and the same percentages will be applied to any allowances awarded, other than a TLR3.
- 7.6.3 Further guidance is available from the council to assist schools with calculating part- time entitlement and pay.

## **7.7 Short notice/supply teachers**

- 7.7.1 Teachers employed on a day-to-day or other short notice basis must be paid in accordance with the STPCD 2020 on a daily rate calculated by dividing the annual amount by 195.
- 7.7.2 Teachers who work less than a full day will be hourly paid and will have their salary calculated by dividing the annual amount by 1,265 to give an hourly rate.
- 7.7.3 A short notice teacher who is employed by the school or another school in the authority throughout a period of 12 months (beginning August or September) will not be paid more in respect of that period that s/he would have if s/he had been in regular employment throughout the period.

## **7.8 Salary sacrifice**

- 7.8.1 The governing body supports the following salary sacrifice arrangements: [governing body to insert details of salary sacrifice arrangements. e.g. Childcare vouchers, cycle scheme, etc.] Arrangements will be made to enable staff to participate in these schemes should they wish to do so.

## **7.9 Salary safeguarding**

- 7.9.1 Salary safeguarding will be paid to eligible teachers and in line with the provisions of the STPCD.

## **8 Teacher Pay Appeals**

- 8.1 Teachers may seek a review of any determination in relation to their pay or any other decision taken by the governing body (or a committee or individual acting with delegated authority) that affects their pay.
- 8.2 Appeals may be made on the grounds that the person or committee by whom the decision was made, for example:
- a) Has incorrectly applied any provision of the STPCD,
  - b) Has failed to have proper regard for statutory guidance,
  - c) Has failed to take proper account of relevant evidence,
  - d) Was biased, and/or,
  - e) Otherwise unlawfully discriminated against the teacher concerned.

This list is not exhaustive.

- 8.3 Further detail on the order of proceedings for a teacher pay appeal is included in Appendix 3.



## **Appendix 1: Progression to the Upper Pay Range**

It is the responsibility of teachers to decide whether they wish to apply to be paid on the Upper Pay Range. Determinations as to whether a teacher progresses to the upper pay range will be made in accordance with paragraph 15 of the STPCD 2020 and the process set out in this pay policy.

An application from a qualified teacher will be successful where the governing body is satisfied that the teacher has evidence of high performance in this school in the previous two years which shows that the teacher is highly competent in all elements of the teachers standards and that their achievements and contribution to the school are substantial and sustained and they are able to demonstrate that they have developed professionally in their teaching expertise.

In this school, teachers will be eligible to apply for progression where the teacher has progressed to the top of the school's main pay range. All applications should include the results of the two most recent appraisals in this school. Where such information is not applicable or available, e.g. those returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. Further evidence can be produced as appropriate at the discretion of the headteacher. For example, in cases where a teacher has been absent, through disability or maternity, they may cite written evidence from a three-year period before the date of application in support of their application.

### **Process:**

One application may be submitted annually. The closing date for applications is normally 31 October each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- Complete the school's UPR application form (Appendix 2). Submit the application form and any supporting evidence the teacher wants to present to the headteacher by the closing date.
- Notification of the name of the assessor of the application will be sent to the teacher within 5 working days;
- The assessor will assess the application, which will include a recommendation to the pay committee of the relevant body;
- The application, evidence and recommendation will be passed to the headteacher for moderation purposes, if the headteacher is not the assessor;
- The pay committee will make the final decision, advised by the headteacher;
- Teachers will receive written notification of the outcome of their application by the 31<sup>st</sup>

October 2020. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see "Assessment" below).

- If requested, oral feedback will be provided by the assessor. Oral feedback will be given within 10 school days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
- Successful applicants will move to the minimum of the UPR backdated to 1 September of the year of application.
- Unsuccessful applicants can appeal the decision. The appeals process is set out in this pay policy.

### **Assessment:**

The teacher will be required to meet the criteria set out in paragraph 15 of the STPCD, namely that:

- The teacher is highly competent in all elements of the relevant standards; and
- The teacher's achievements and contribution to the school are substantial and sustained.

In this school, this means:

"highly competent": the teacher's performance is assessed as having excellent depth and breadth of knowledge, skill and application of the Teachers' Standards in the particular role they are fulfilling and the context in which they are working.

"substantial": the teacher's achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a positive contribution to the wider life and ethos of the school, which impacts on pupil progress and the effectiveness of staff and colleagues.

"sustained": the teacher must have had two consecutive successful appraisal reports in this school and have made good progress towards their objectives during this period (see paragraph 5.1 of this policy). They will have been expected to have shown that their teaching expertise has grown over the relevant period and is consistently in line with the expectations contained in the school's appraisal policy.

For further information, including information on supporting evidence, please refer to the teacher appraisal policy.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the upper pay range in that school or schools. This will not be bound by any pay decisions made by another school.

Progression to the upper pay range is permanent, while the teacher remains in the same post or takes up another post in this school.

**Appendix 2: Application to be paid on the Upper Pay Range**

**Personal Information:**

Name:	Job Title:
School:	Date of application:
Date of last application (as appropriate):	

**Written Statement:**

**Details of Performance Management/Appraisal: Years covered by planning/review statements**

**Schools covered by planning/review statements**

**Summary of application**

*(Continue on additional sheets if needed)*

**Declaration**

I confirm that at the date of this request for assessment I meet the eligibility criteria and I submit the performance management/appraisal (and brief supporting evidence as appropriate).

Signed (applicant):

Date:

Date of issue:

## **Appendix 3 – Teacher Pay Appeals**

### **Stage 1 – Representation Hearing**

1. For the representation hearing and appeal hearing, the teacher may be accompanied by a colleague or trade union representative.
2. The teacher receives written confirmation of the pay determination and, where applicable, the basis on which the decision was made.
3. If the teacher wishes to discuss the decision, or make representations, he/she should do so in writing to the chair of the Pay Committee, within ten working days of the decision. The letter should outline the grounds of appeal.
4. The Pay Committee will arrange to meet the teacher to discuss the issues within 20 working days. The head teacher should also attend the meeting to clarify the grounds for the recommendation.
5. The Pay Committee will further consider the decision and will write to the teacher with the outcome.
6. Where the teacher continues to be dissatisfied, he/she may proceed to stage 2 of the process.

### **Stage 2 - Appeal Hearing**

1. The teacher should set out in writing the grounds for appealing the pay decision and send it to the Chair of the Appeal Committee / head teacher / other designated person (as determined by the governing body) within ten school working days of receipt of the written outcome of the stage 1 decision (see above)
2. The Clerk to Governors will arrange for an appeal hearing to take place, normally within 20 school working days of the receipt of the written appeal notification.
3. The appeal should be heard by a panel of three eligible governors who were not involved in the original decision.
4. The procedure for formal appeal meetings will be:
  - 4.1 Chair introduces everyone and their role in the proceedings. Those required to attend:
    - a. Chair and other panel members
    - b. Employee and employee representative (if accompanying employee)
    - c. Any witnesses for the employee side
    - d. Pay Committee representative who will state the management case

Date of issue:

- e. Any witnesses for the management side
  - f. Clerk to the meeting
  - g. HR Adviser to give advice to the panel (if in attendance)
- 
- 4.2 The teacher will present their case including any evidence they wish to have considered and any witnesses to support their case.
  - 4.3 Chair and/or panel members ask questions.
  - 4.4 Pay Committee representative will state their case including the evidence on which the decision was based and any witnesses to support the case.
  - 4.5 Chair and/or panel members ask questions of the management.
  - 4.6 Both parties may make a closing statement if they wish.
  - 4.7 The Appeal Committee will then consider all the evidence in private and reach a decision.
  - 4.8 The Appeal Committee will write to the teacher outlining its decision and the reason/s for it.
  - 4.9 The decision of the Appeal Committee is final.

## Appendix 4 – Teachers Pay Scales for 2020/21

### 1.1 SCHOOL TEACHERS – LEADERSHIP GROUP

HARINGEY COUNCIL TEACHERS - LEADERSHIP GROUP PAY SCALES											
1st September 2020											
Sp PT	Old Rate	New Rate	Scale	Grp 1	Grp 2	Grp 3	Grp 4	Grp 5	Grp 6	Grp 7	Grp 8
1	48824	50167	LEAD'SHP								
2	49857	51229	LEAD'SHP								
3	50912	52313	LEAD'SHP								
4	51984	53414	LEAD'SHP								
5	53091	54552	LEAD'SHP								
6	54223	55715	LEAD'SHP	X							
7	55477	57003	LEAD'SHP	X							
8	56576	58132	LEAD'SHP	X	X						
9	57790	59380	LEAD'SHP	X	X						
10	59076	60701	LEAD'SHP	X	X						
11	60404	62066	LEAD'SHP	X	X	X					
12	61624	63319	LEAD'SHP	X	X	X					
13	62968	64700	LEAD'SHP	X	X	X					
14	64344	66114	LEAD'SHP	X	X	X	X				
15	65747	67556	LEAD'SHP	X	X	X	X				
16	67295	69146	LEAD'SHP	X	X	X	X				
17	68663	70552	LEAD'SHP	X	X	X	X				
18	69499	71411	LEAD'SHP	X							
18	70194	72125	LEAD'SHP		X	X	X	X			
19	71742	73715	LEAD'SHP		X	X	X	X			
20	73328	75345	LEAD'SHP		X	X	X	X			
21	74208	76249	LEAD'SHP		X						
21	74949	77011	LEAD'SHP			X	X	X	X		
22	76618	78725	LEAD'SHP			X	X	X	X		
23	78318	80472	LEAD'SHP			X	X	X	X		
24	79280	81461	LEAD'SHP			X					
24	80074	82277	LEAD'SHP				X	X	X	X	
25	81867	84119	LEAD'SHP				X	X	X	X	
26	83699	86001	LEAD'SHP				X	X	X	X	
27	84731	87062	LEAD'SHP				X				
27	85579	87933	LEAD'SHP					X	X	X	
28	87512	89919	LEAD'SHP					X	X	X	X
29	89491	91953	LEAD'SHP					X	X	X	X
30	91522	94039	LEAD'SHP					X	X	X	X
31	92667	95216	LEAD'SHP					X			
31	93594	96168	LEAD'SHP						X	X	X
32	95722	98355	LEAD'SHP						X	X	X
33	97911	100604	LEAD'SHP						X	X	X
34	100140	102894	LEAD'SHP						X	X	X

Date of issue:

35	101421	104211	LEAD'SHP					X		
35	102436	105253	LEAD'SHP						X	X
36	104776	107658	LEAD'SHP						X	X
37	107194	110142	LEAD'SHP						X	X
38	109648	112664	LEAD'SHP						X	X
39	111020	114074	LEAD'SHP						X	
39	112131	115215	LEAD'SHP							X
40	114742	117898	LEAD'SHP							X
41	117416	120645	LEAD'SHP							X
42	120156	123461	LEAD'SHP							X
43	121749	125098	LEAD'SHP							X

X – Group Range

**1.1.2 SCHOOL TEACHERS – LEADING PRACTITIONERS****HARINGEY COUNCIL LEADING PRACTITIONER SCALE 1ST SEPTEMBER 2020**

Sp PT	Old Rate	New Rate	Scales	Sp PT	Old Rate	New Rate	Scales
1	49065	50415	LP	7	6101	6268	LP
2	50883	52283	LP	8	6326	6500	LP
3	52764	54216	LP	9	6561	6741	LP
4	54714	56219	LP	10	6804	6991	LP
5	56739	58300	LP	11	7054	7248	LP
6	58347	59952	LP				

**1.1.3 SCHOOL TEACHERS – QUALIFIED CLASSROOM TEACHER****HARINGEY COUNCIL QUALIFIED TEACHER SCALE 1ST SEPTEMBER 2020**

Sp PT	Old Rate	New Rate	Scales	Sp PT	Old Rate	New Rate	Scales
1	30480	32157	QTEACH	4	35499	36866	QTEACH
2	32070	33658	QTEACH	5	38230	39492	QTEACH
3	33741	35226	QTEACH	6	41483	42624	QTEACH

Date of issue:



**1.1.4 SCHOOL TEACHERS – UPPER PAY RANGE**

**HARINGEY COUNCIL TEACHERS - UPPER PAY SCALE**  
1st September 2020

Sp PT	Old Rate	New Rate	Scales
1	45713	46971	PTQTEACH
2	47960	49279	PTQTEACH
3	49571	50935	PTQTEACH

**1.1.5 SCHOOL TEACHERS – UNQUALIFIED TEACHERS**

**HARINGEY COUNCIL TEACHERS - UNQUALIFIED PAY SCALES**  
1st September 2020

Sp PT	Old Rate	New Rate	Scales
1	22237	22849	UQ TEACH
2	24293	24962	UQ TEACH
3	26350	27075	UQ TEACH
4	28405	29187	UQ TEACH
5	30460	31298	UQ TEACH
6	32515	33410	UQ TEACH
4	27644	28405	UQ TEACH
5	29643	30460	UQ TEACH
6	31644	32515	UQ TEACH

**1.1.6 SCHOOL TEACHERS – ALLOWANCES**

<b>HARINGEY COUNCIL TEACHERS - ALLOWANCES</b> <b>1st September 2020</b>
--

Teaching & Learning Responsibility			
PT	Old Rate	New Rate	
2a	2796	2873	
2b	4656	4784	
2c	6829	7017	
1a	8069	8291	
1b	9924	10197	
1c	11781	12105	
1d	13654	14030	
3 Min	555	571	
3 Max	2757	2833	

Recruitment & Retention			
PT	Old Rate	New Rate	
1	1002	1002	Frozen
2	1970	1970	Frozen
3	2985	2985	Frozen
4	4158	4158	Frozen
5	5415	5415	Frozen

Frozen  
 Frozen  
 Frozen  
 Frozen  
 Frozen

Special Needs			
PT	Old Rate	New Rate	
1	2209	2270	
2	4359	4479	

Report for: **Staffing & Remuneration Committee – 1 December 2020**

Title: **Senior Manager Pay System**

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

Lead Officer: **Dan Paul, Chief People Officer**

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 make a recommendation to re-establish the link between the pay system and the national Joint Negotiating Committees for the purpose of determining annual inflationary pay increases from 1/4/20 onwards and for the Committee to note the commencement of a review into the pay system for senior managers (heads of service and above).

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

Not applicable.

### **3. Recommendations**

1. Approve re-establishing the link between the senior manager pay system and the national Joint Negotiating Committees (JNC) for the purpose of determining annual inflationary pay increases from 1/4/20 onwards and therefore to apply the increase agreed by the JNC's from 1/4/20 of 2.75%.
2. Note the commencement and scope of a review of the Senior Manager pay system, with results of the review to be brought to a future meeting.

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

To ensure that senior management pay is fair, equitable and supports the continued recruitment and retention of high calibre senior managers to lead the delivery of the Borough Plan.

### **5. Alternative options considered**

- i) Not to review the pay system. This option was rejected due to the need to continue to attract and retain high calibre, committed and engaged senior managers and to have a modern and effective pay system.
- ii) Not to re-establish the link with the JNC or to make a pay award. This option was rejected due to the need to continue to attract and retain high calibre, committed

and engaged senior managers; and to ensure pay for senior manager posts keeps pace with prices, wages and the competitive marketplace.

- iii) To make a pay award of less than 2.75%. This option was rejected for the same reasons as ii) above.

## 6. Background

6.1 The Local Government workforce has been awarded a 2.75% pay increase, effective 1 April 2020. This has been implemented in Haringey for those on contracts that are subject to national negotiation, which is most of the workforce. This award also applies to Chief Officers and Chief Executives in Councils across the country in cases where contracts are subject to national negotiation, but not in Haringey, where pay increases are set locally. Since inception, the Committee has agreed the same inflationary increase for Haringey senior managers as has been nationally negotiated. Haringey Council is a member of the LGA and the LGA negotiates nationally with Trade Unions in relation to annual inflationary pay increases. It is therefore sensible to re-establish the link with national negotiations as local discussions on such increases are not necessary.

6.2 The senior management pay scheme applies to Directors and 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. Director and Assistant Director posts are Member appointments. Those posts at Level C are appointed by Officers.

A summary of senior management pay bands is set out in Appendix B. The inflationary increase would apply from 1/4/20 to all senior managers on those pay bands employed by the Council (including those who are employed by the Council but where the cost of the post is funded by other sources) as at the date of this report. The new pay bands would also be used by the Staffing and Remuneration Committee when approving new appointments to Director and Assistant Director posts.

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

The Committee is requested to note that the Chief Executive has requested that the upper pay range of the Chief Executive Grade not be increased and this is reflected in Appendix B.

6.3 Trade Unions have been consulted and strongly support the recommendation to re-establish the link between the senior manager pay system and the national Joint Negotiating Committees (JNC) for the purpose of determining annual inflationary pay increases.

6.4 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. This principle has been embodied in the new senior management contracts of employment that were effective from 1st April 2016. However, since that date the scope of the annual pay review has been only to

approve the same inflationary increases as have been nationally negotiated, which the vast majority of local authorities apply automatically. Employees remain effectively on the pay point that they negotiated when they were recruited. It is recognised that apart from being potentially inequitable, this route contains equalities risks. For example it is recognised that in general, men tend to negotiate higher starting salaries than women.

- 6.5 Therefore, it is considered that the scheme may not be operating as intended and a review of the scheme is commencing. It is in any case good practice to review pay schemes periodically. Further details of the scope of the review are at Appendix A and it is proposed that the results of the review be brought to a future meeting.

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

Agreeing this report will continue to ensure that senior management pay is fair, equitable and supports the recruitment and retention of senior managers to support the delivery of the Borough Plan and the Council's strategic outcomes.

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

### **8.1 Chief Finance Officer**

The 2020/21 Budget and Medium Term Financial Strategy contains adequate provision to fund the cost of the pay increase and re-establishment of the link to JNC inflationary increases.

The financial implications that arise from the review of the senior manager pay scheme will be included in the relevant report presented to Committee at that time.

### **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 – Scope for review of senior management pay scheme

Appendix B – Pay Bands effective 1/4/19 and 1/2/20

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

Not applicable

## **APPENDIX A**

### **Senior Manager Pay – Review of system**

#### **Background**

The current senior manager pay system was set up in 2016 to bring structure and clarity to senior manager pay arrangements. It is a scheme based on Hay grades and evaluation, with no incremental points within the pay bands. The scheme did bring structure and clarity to pay arrangements that lacked these qualities, and also reduced organisational risk. The intention when this was implemented was that it was also to be a contribution based pay scheme. However, this element has not been implemented in practice.

The main issue is that the scheme has not been fully implemented as intended in terms of contribution based pay. There is no provision or system based on any measure for employees to move within the bands, and therefore no way to incentivise performance or experience. The position within the band depends entirely on negotiations when the individual is appointed. Typically, men tend to be more comfortable negotiating salaries than women.

The review will consider these issues. The review is not intended to look at the job evaluation system or the pay bands themselves.

### **Potential in-scope options to be considered**

1. Leave the system as it is and make no changes.
2. Time-served incremental steps put into each band (maximum of 5 steps in each band).
3. Performance based incremental steps put into each band (maximum of 5 steps in each band).
4. No incremental steps but consolidated performance-based increases through the band based on percentage increases (could be graduated depending on performance rating).
5. Non-consolidated additional payment based on performance for those at the top of the grade.
6. A performance related pay system based on team performance.

Other options may be considered if appropriate to do so.

### **Resourcing of the review**

This review will be led by the Reward Strategy Manager in HR, who has considerable experience of senior management pay systems across a variety of sectors. Corporate Board views will be sought, recognising of course that they may be impacted by the results of the review.

External expertise will form part of the review.

**Timing**

The review is planned to take place between December 2020 and March 2021, with an update being brought to Staffing and Remuneration Committee at the March 2021 meeting.

**APPENDIX B****Pay bands effective 1/4/2019**

Level	People Leader	Individual Contributor	Step	Min.	Mid. (Benchmark)	Max.
A	Chief Executive		HA2	£180,700	£195,400	£210,100
B	Director/Assistant 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 3	HC3	£84,400	£92,700	£99,000
			HC2	£72,100	£78,300	£84,200
			HC1	£62,200	£67,200	£71,900

**Proposed Pay bands effective 1/4/2020**

Level	People Leader	Individual Contributor	Step	Min.	Mid. (Benchmark)	Max.
A	Chief Executive		HA2	£185,600	£197,900	£210,100
B	Director/Assistant Director		HB3	£146,400	£158,300	£170,200
			HB2	£119,200	£129,000	£138,700
			HB1	£102,300	£110,700	£119,000
C	Head of Service	Senior Professional 3	HC3	£86,700	£95,300	£101,800
			HC2	£74,000	£80,500	£86,600
			HC1	£63,900	£69,100	£73,900



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