

NOTICE OF MEETING

STAFFING AND REMUNERATION COMMITTEE

Thursday, 2nd December, 2021, 7.00 pm - 40 Cumberland Road,
Wood Green N22 7SG

To watch, click [here](#)

Members: Councillors Dhiren Basu (Chair), Gideon Bull (Vice-Chair), Charles Adje, Julie Davies and Paul Dennison

Quorum: 3

1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

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

To receive any apologies for absence.

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under

agenda item 13 below. New items of exempt Urgent Business will be dealt with at agenda item 17 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 - 8)

To confirm and sign the minutes of the meetings held on 20 September 2021 and 18 October 2021.

7. UPDATE ON THE COUNCIL'S APPROACH TO THE WAY STAFF WORK AND USE ITS OFFICE ACCOMMODATION (PAGES 9 - 16)

8. SCHOOLS PAY POLICY REPORT 2021/22 (PAGES 17 - 46)

9. PAY POLICY REPORT

To follow

10. HR PARENTAL POLICY - PROGRESS REPORT (PAGES 47 - 58)

11. HR CHANGE MANAGEMENT POLICY - AGREEMENT OF CHANGES (PAGES 59 - 66)

12. HR POLICY REVIEW - PROGRESS REPORT (PAGES 67 - 70)

13. NEW ITEMS OF URGENT BUSINESS

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

14. DATES OF FUTURE MEETINGS

1 February 2022
21 February 2022

15. EXCLUSION OF PRESS AND PUBLIC

Item 16 is likely to be subject to a motion to exclude the press and public from the meeting as it contains exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 1 and 2.

16. EXEMPT MINUTES (PAGES 71 - 72)

17. NEW ITEMS OF EXEMPT URGENT BUSINESS

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Wednesday 24 November 2021

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MINUTES OF MEETING**Staffing and Remuneration Committee held on Monday, 20th September, 2021, 10.00 am****PRESENT:****Councillors: Dhiren Basu (Chair), Lucia das Neves and Liz Morris****1. FILMING AT MEETINGS**

The public part of the meeting was not live streamed.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

Apologies for absence were noted from Councillors Adje, Bull, Davies and Dennison.

Councillor das Neves was in attendance as substitute for Councillor Davies, as the relevant Cabinet Member.

Councillor Morris was in attendance as substitute for Councillor Dennison.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. APPOINTMENT TO THE POST OF DIRECTOR OF PUBLIC HEALTH

The Committee considered the report of the Director of Adults and Health on the appointment to the position of Director of Public Health. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended) and Part 4 Section K of the Council's Constitution, the Committee considered the recommendation of an interview panel, which took place prior to the Committee convening.

RESOLVED that:

- a. That Will Maimaris be appointed to the post of Director of Public Health subject to the approval of the Secretary of State for Health as well as subject to the objections process of the Cabinet whereby this Committee may only make the offer of appointment of the Director of Public Health 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 Director of Public Health to be on the salary that is proposed to the Committee by the Member Panel. This will be in the range of £84,559 - £114,003 as set out in the NHS terms and conditions for Consultants and 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.

6. EXCLUSION OF THE 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.

7. APPOINTMENT TO THE POST OF DIRECTOR OF PUBLIC HEALTH

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

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

MINUTES OF MEETING Staffing and Remuneration Committee HELD ON Monday, 18th October, 2021, 7.40 - 8.30 pm

PRESENT:

Councillors: Dhiren Basu (Chair), Gideon Bull (Vice-Chair), Charles Adje, Julie Davies and Paul Dennison

1. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were no apologies for absence.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTEREST

Cllr Adje advised that he was the Branch Secretary for a Trade Union.

5. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

None

6. MINUTES

In relation to the previous minutes, officers advised that the Workforce Development Strategy had been uploaded to the intranet and that the equalities comments requested had been circulated to the committee Members.

In response to a question, officers advised that there was no consultant strategy but that there was a wider policy on engaging agency workers, which included consultants. All salaries within the organisation that were over £100k were published on the Council's website.

Cllr Davies advised that most of the concerns outlined by members around consultants were covered through the recruitment policy and that if that policy was correctly followed there wouldn't be more than a few consultants working for the Council at any one time.

It was suggested that the key focus should be on outcomes rather than just the number of consultants employed.

It was also suggested that there should be a clear justification for using a consultant rather than full time members of staff and that this should be time limited.

In response to a question around whether she was happy with the level of consultant usage, the Cabinet Member elaborated that the recruitment policy clearly set out that there had to be a justification and that departments were strongly encouraged to hire their own staff. The employment of any consultant required a business case. Cllr Davies commented that she was concerned about the recent history of over-reliance on consultants within the organisation but that it was also important to recognise the distinction between consultants and interim staff.

RESOLVED

That the minutes of the meeting held on 24 June 2021 were agreed as a correct record.

7. HR CHANGE MANAGEMENT POLICY - PROGRESS REPORT

The Committee received a report which provided the Staffing & Remuneration Committee with an update regarding the on-going review and revision of the Restructuring, Redeployment and Redundancy Policies. The report was introduced by Dan Paul, Chief People Officer as set out in the agenda pack at pages 7-10. The following arose during the discussion of the report:

- a. Officers agreed to bring back an update on the Change Management Policy to the next meeting. **(Action: Dan Paul).**
- b. In response to a question, the Committee were advised that the new policy would allow someone at risk of redundancy to be given a redeployment position one grade higher or one grade below their substantive grade however, unlike the existing policy, if they rejected that offer, they would not be automatically entitled to voluntary redundancy, rather they would be re-deployed into that role. It was anticipated that this would reduce the level of redundancy costs to the organisation.
- c. The Cabinet Member welcomed the pay retention period for those redeployed in a grade lower than their substantive one. Officers set out that this protected the employees pay at their substantive grade for a period of 12 months if they were redeployed to a grade one below that substantive grade.
- d. In relation to concerns about making employees redundant just before they turned 55 so that they could not claim their pension allowance early, officers confirmed that employees were entitled to claim their pension if made redundant at 55. Officers advised that although this was a concern they had heard before, there was no absolutely evidence that the organisation had ever done it.
- e. In response to a question, officers acknowledged that the policy timescales were a challenge.
- f. In response to comments from the Committee, the Cabinet Member advised that managers undertaking restructures had to have the required paperwork to do so and any restructure would be assessed in terms of how much it cost to implement.

- g. In response to a question, officers advised that the average number of spinal points on a particular grade was three.
- h. In response to a question, officers acknowledged that an eight week trial period could be seen as quite a long period in some circumstances but that this was still being negotiated with the trade unions.

RESOLVED

That the Staffing and Remuneration Committee noted the progress with this policy review.

8. APPRENTICESHIP UPDATE

The Committee received a report which provided the Staffing & Remuneration Committee with an update regarding the Council's approach to apprenticeship training opportunities for all levels of employees both existing and newly recruited staff. The report was introduced by Dan Paul, Chief People Officer as set out in the agenda pack at pages 11-20. The following arose during the discussion of the report:

- a. Since April 2017, employers with a pay bill in excess of £3m are subject to a national apprenticeship levy of 0.5% of their pay bill. Public sector bodies, with more than 250 staff, have also been set a target to employ an average of at least 2.3% of their staff as new apprentice starts. It was noted that Haringey's levy is c. £896k per year. This represents £74k per month which Haringey was accessing to provide apprenticeship training opportunities existing and incoming employees. The current levy fund available to spend is £1.8m (covering two c.£900k payments over a two year period).
- b. The Committee welcomed the Council's progress in this area. Clarification was sought around whether the government could try to reclaim the £1.8m allocated to Haringey. In response, officers advised that any unused funding allocation would return to the government after two years, so Haringey effectively needed to spend £74k a month on apprenticeship training opportunities to prevent the government reclaiming some funding.
- c. The Committee sought clarification as to whether the Council had utilised the ability to transfer up to 25% of the funding to SMEs for their apprenticeship training schemes, officer agreed to come back to Committee with a written answer on this point. **(Action: Dan Paul)**.
- d. Members welcomed proposals for Haringey apprenticeships to be allocated to existing staffing positions so that jobs were available at the end of the apprenticeship and noted the contrast with boroughs such as Hackney, who had spent all of their funding allocation but did not have jobs available at the end of their scheme.
- e. In relation to a question around whether specific areas have been identified that it would be better suited to apprenticeships, officers confirmed that work had been done to identify apprenticeship opportunities across different business units and Customers and Transformation currently had the most apprentices at present. Officers also advised that some testing of the internal market for outside apprenticeships had been undertaken, with HR agreeing to fund one year's salary for an outside apprenticeship. Some applications had been received for this.

- f. In response to a question, officers advised that they had not undertaken any formal benchmarking with other boroughs as it was difficult to do but members were advised that officers were happy with the amount of resources that were being invested in this area.
- g. Officers acknowledged that they were working to reduce agency spend and increase the number of apprentices but that this was a long term area of work.
- h. In relation to a question around career development qualifications, officers advised that there were a range of different providers for these including universities, as this was not a one-size-fits-all approach. It was noted that there were procurement processes in place to achieve the best outcomes for the Council in relation to career development qualifications.

RESOLVED

That the report, information and the next steps in order to increase the number of apprentices at the Council was noted. There was a three pronged approach:

- I. Recruit to apprenticeships by default
- II. Career Development Qualifications (CDQ)
- III. Apprenticeship Development Schemes

9. PEOPLE REPORT - JUNE 2021

The Committee received a standing item report which provided an update on relevant workforce data. The report was introduced by Karen Gooday, Head of Employment, Reward & Transformation as set out in the agenda pack at pages 21-27. The following arose during the discussion of the report:

- a. The Committee noted that there had been a reduction in agency staff for this report, part of this related to a reduction of agency staff employed at Covid testing sites.
- b. Officers highlighted that the report set out that the current number of consultants employed by the Council was seven.
- c. Sickness levels were continuing to be monitored closely and Covid sickness levels had gone down during this period.
- d. In response to a request from the Committee, information on apprenticeship numbers had been added to the report at paragraph 6.1.6 of the report.
- e. The Committee commented on the number of leavers under the age of 40 increasing from 88 to 113 and questioned whether this related to staff working at Covid testing sites. Officers advised that a piece of work was being done with the young people's network which would include looking into this issue in more detail.
- f. The Committee commented that the annualised cost of consultants was close to a million pounds. The Committee also requested that information be provided on the longevity of consultant positions, as the key area of concern was around consultants being in post for a long period instead of employing full time staff. **(Action: Karen Gooday)**.
- g. The Committee requested further information for the underlying agency figures so that members could get a better idea of the patterns of changes in the services set out in paragraph 6.1.3. In response, officers advised that the new system would afford greater transparency going forwards and would allow HR

to provide greater detail on agency staff and patterns in the future. **(Action: Karen Gooday).**

RESOLVED

Noted

10. EMPLOYEE PULSE SURVEY - DISCUSSION PAPER

The Committee received a presentation which provided feedback on the employee Pulse survey in relation to staff wellbeing. The presentation was introduced by Dan Paul as set out in the agenda pack at pages 27-40. The following arose during the discussion of this item:

- a. The Committee noted that the survey received 900 respondents, which equated to 45% of staff. 40% of staff said that their wellbeing had improved and 21% said their wellbeing had decreased.
- b. The Committee noted with concern responses which said that employees were confident to speak to their manager openly and honestly. In response, officers acknowledged that this was a concern to management and advised the Chief Executive was exploring this issue further with her senior management team.
- c. The Committee sought clarification on how the Council could assist those staff who were not confident in using public transport to get to work. In response, officers advised that there was parking available at the Civic for those that drove but it was acknowledged that there was a limit to what the Council could do to support those without a car. The Council could not provide taxis for everyone, for example.
- d. The Committee suggested that the organisation should offer flexible working arrangements to staff. The Committee also suggested that the focus on requiring staff to come into the office should be around team building requirements. It was commented that there should be some determination based on what staff had to come in to the office for, that they couldn't do at home.
- e. Cllr Davies advised that she was particularly encouraged by the new staff wellbeing strategy, which had been externally assessed by the GLA as being excellent.
- f. The Committee welcomed the surveying of staff but queried whether any surveys of management had also been done to establish whether teams were able to do what they did before whilst working with a different operating model. Officers acknowledged the need to achieve a balance between the needs of the organisation, the needs of individual teams and the needs of residents.
- g. The Committee also emphasised the need for a collaborative culture across the organisation in order for a hybrid way of working to flourish. In response, officers advised that some of the points raised during the discussion were quite high level big picture items and that these were being looked at a senior level. Officers acknowledged the need for collaborative working and advised that the refit of Alex House was being undertaken with collaborative working spaces in mind.
- h. The Committee was advised that the Council had a tax-free purchase scheme for bikes for staff and that staff could also borrow a bike in order to trial using it regularly.

- i. Cllr Davies commented that she was speaking to officers about exploring the feasibility of the staff being given subsidised or free access to leisure facilities at New River, as part of the process of bringing the facility back in-house.

RESOLVED

Noted

11. NEW ITEMS OF URGENT BUSINESS

N/A

CHAIR: Councillor Dhiren Basu

Signed by Chair

Date

Report for: Staff and Remuneration Committee, 2nd December 2021

Title: Update on the council's approach to the way staff work and use its office accommodation

Report authorised by: Susie Faulkner, Director of Customers, Transformation and Resources (Interim)

Lead Officer: James Wills-Fleming, Strategic Commissioner for Council Accommodation (Interim)

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 The report summarises the plans to continue the council's journey of changing the way staff work. It sets out the expectation that the period when the majority of staff working almost exclusively remotely from home is coming to an end and that moving forward the majority of council staff will split their working time between council offices, being out in the community, and working from home, under a flexible 'Hybrid working' model.
- 1.1.1 Provides an update on the council's plans for how it will transform and enhance the its main office accommodation both in the short- and long-term to support the increasing use of our office space by staff and to enable the way the we want our organisation to work moving forward.

2. Cabinet Member Introduction

N/A

3. Recommendations

- 3.1. To note the content of the report

4. Reasons for decision

- 4.1. N/A

5. Alternative options considered

- 5.1. N/A

6. Background information

6.1. Introduction and current context

- 6.1.1. Prior to the pandemic, the council was on a journey of adopting modern, flexible ways of working and improving council accommodation to enable this.

- 6.1.2. A significant number of staff have continued to come into Haringey and use council accommodation during the pandemic but this period has also demonstrated that widespread flexible and home working can allow officers to continue to deliver for our residents and reduce the cost of council accommodation, whilst also improving the work-life balance for many staff.
- 6.1.3. The Council's vision for how it will work in the future will recognise the benefits of maintaining flexibility in where its staff work. Whilst there are clear benefits to retaining the ability for staff to work remotely from home and other locations, we also believe that a physical connection to Haringey as a place is vital to ensuring that our staff maintain a close relationship with the residents and communities we serve and enabling our staff to collaborate with colleagues from across the council and partner organisations.
- 6.1.4. Under this 'Hybrid working' model, most 'office-based' staff will not need to come into the office every day, but it is still expected that all staff will have regular reasons to come into work in Haringey, either within council accommodation or out in the communities we serve.
- 6.1.5. Hybrid working means that most staff will split their working time between some combination of council office accommodation, community locations and home. It is therefore envisaged that very few Council roles will continue to be 100% remote working.
- 6.1.6. Why staff come in to use our office space will also change, with greater emphasis on using our office spaces for collaboration and flexible working, moving away from spending time in the office on individual tasks that can be completed just as well at home or elsewhere.
- 6.1.7. To enable the transformation of the way we work, an ambitious programme of accommodation improvement has been set out to provide both short- and long-term office space that enables how we want to work as an organisation moving forward.
- 6.1.8. In December 2020 Cabinet approved a project to repair, restore, refurbish and extend the Civic Centre. The project will bring the Civic Centre back into use by the Council as its main staff office accommodation, freeing up Alex House, River Park House, 48 Station Road and 40 Cumberland Road for other uses.
- 6.1.9. We will also be looking to increase the amount of area- and locality-based working over the coming years to ensure that our front-facing services are delivered as close as possible to residents and customers receiving them.
- 6.1.10. The proposed redevelopment of the Civic Centre will likely take around 4 years so in the meantime we will be consolidating our Wood Green office accommodation into Alex House and 48 Station Road. To facilitate this, both of these buildings will be refreshed and refurbished to ensure that they are fit for purpose for our staff over the next 3-4 years as well as adding to the long-term value of the assets.
- 6.1.11. The refurbishment works are expected to start late this year, with each floor refurbishment being completed and available for use in a phased approach

over Spring-to- late Summer next year. The detailed timing of these works is still being finalised and will be subject to the procurement of contractors.

6.2. Reconnection starts now

6.2.1.1. We are not waiting for the full refurbishment of our offices to start our journey towards our new way of working, however. Our offices are open for use now and are configured to be Covid-secure in line with the Council's risk assessment and Public Health guidance.

6.2.1.2. As Covid-related restrictions ease, there is not going to be a single 'mass return' date when all staff who have been largely working from home start to come into the office with regularity. Officer teams are already in a phase of reconnecting and returning to a greater presence in the borough, which will continue through until next Spring.

6.2.1.3. We are asking staff that haven't been into the office, or Haringey more generally, very often over the past 18 months to come in more regularly between now and Spring to ensure that we don't prolong the period of time that staff are 'disconnected' from Haringey.

6.2.1.4. To support this, some immediate reconfiguration work has been undertaken to make two floors in Alex House 'Reconnection' spaces, designed in a way that encourages staff to come into the office to work together on activities such as:

- Projects and challenges where ideas and energy flows from being physically together
- Meetings requiring complex discussion, creative debate, or engaging the whole team in key decision
- Priority projects which require thinking beyond your immediate work area, like the borough plan
- Sharing and discussing sensitive or complex issues that are best done face-to-face as well as feedback and coaching conversations

6.2.1.5. Alongside the two dedicated 'reconnection' floors, each council Directorate also has allocated space in one of the council's office buildings for staff to carry out more focussed, individual work. Again, all of this space is configured in a Covid-secure way.

6.2.1.6. In summary, it is felt that this is a good time for those staff that have not been into the office very often, if at all, over the past 18 months to come in while our offices are still relatively quiet and specific space is available for team and collaboration work. Coming in for the first time is a good way to start the process of re-establishing our physical connection to Haringey as an organisation and place, and for staff to start getting comfortable with coming into the office again.

6.3. Returning to hybrid working

- 6.3.1. We're expecting a phased return to our full Hybrid working model and further increasing use of our offices from next Spring, subject to reviews of the Public Health guidance and the refurbishment works at Alex House and 48 Station Road.
- 6.3.2. The underlying assumption is that all community/locality-based and traditionally "office based" workers will be considered "Hybrid Workers" moving forward. These groups make up the large majority of the council's overall staff number.
- 6.3.3. A hybrid worker does not have a fixed working location, where they work will include a mixture of office, home, community setting and mobile. The precise location on a given day is determined by business need and hybrid workers are also able to exercise flexibility over their working pattern, subject to business needs.
- 6.3.4. Under this hybrid working model, it is expected that all staff will have regular reasons to come into work in Haringey, either within council accommodation or out in the community. It is therefore envisaged that very few Council roles will continue to be suitable for 100% remote working.
- 6.3.5. Hybrid working means that staff should generally not ordinarily attend the office to carry out work that could be done at home or elsewhere, such as focussed, individual working. Reasons for spending time working in a council office could include:
- for collaborative work, where greater benefit can be gained from people coming together in person
 - as a touch-down point between other meetings or visits in the local area
 - for training, where this is best delivered face-to-face
 - for team-building – a manager may bring their team together for in-person sessions
 - to improve professional practice, where it is deemed beneficial for staff to sit with colleagues from time-to-time to learn from, and mutually support, each other in their professional roles
 - for meetings (including public meetings) where attendance in person is necessary
 - to meet Members, clients or external contacts, where meeting in person is preferable or necessary
 - where work is dependent on specialist equipment or information that is not available outside of the office
 - where attendance in the office is necessary to ensure physical or emotional wellbeing (this should not assume full-time attendance at the office unless circumstances are exceptional)
 - where a worker is unable to work at home or another location due to domestic circumstances (this should not assume full-time attendance at the office unless circumstances are exceptional)
 - as part of onboarding arrangements for new staff
- 6.3.6. The list above is not intended to be exhaustive, and it is expected that services and managers will work with their teams to develop the most appropriate working arrangements for the roles that they deliver.

6.3.7. Information shared through the London Council's network highlights that virtually all other London boroughs have already implemented similar hybrid working arrangements, or are in the process of doing so, with a view to this being the 'norm' after pandemic restrictions are further eased.

6.4. Investing in our staff accommodation

6.4.1. The decision to consolidate and enhance our accommodation offer in Wood Green recognises how important it is that as an organisation we invest in our staff accommodation now and that we retain a strong civic presence in the borough into the future.

6.4.2. The office accommodation in Alex House and 48 Station Road will be designed to reflect our new flexible, hybrid working model and place greater emphasis on encouraging collaboration.

6.4.3. The proposed building and furniture layouts will provide a mix of work settings for staff, including traditional desking for focussed, individual work but with a significant increase in the amount of flexible space designed to enable collaborative working.

6.4.4. The building will also be equipped with new audio-visual technology to enable hybrid meetings and collaboration, allowing staff to work together regardless of whether they are in the office or working remotely.

6.4.5. The plans are also designed to encourage greater collaboration between council directorates and services. Whilst each council Directorate will have an allocated home floor, in either Alexandra House or 48 Station Road, we don't expect only those from these Directorates to work there and the workspaces have been designed to facilitate collaboration on cross-cutting projects and work.

6.4.6. The remaining floors in each building will not be allocated to any specific service. These 'corporate' floors will instead provide flexible working and meeting space for all council staff to use, further increasing the opportunities for cross-service mixing and collaboration.

6.4.7. The overall number of available workstations will be lower than previously available reflecting that many staff will not be in the office every day so we will need less focus on individual staff and teams 'owning' particularly areas of the office space and more focus on hotdesking and freeing up desks when not in use.

6.4.8. In order to ensure that workstations are available for all staff, we are not expecting personal items to be left on desks from one day to the next, and desks may routinely be cleared at the end of each day.

6.4.9. Included in the refurbishment are improved facilities for cycle parking and showering. This will support staff to adopt Active Travel to work modes (walking, cycling, running) which supports the Council's sustainability goals. It also makes

possible physical activities for staff as part of our Workforce Wellbeing strategy (for example through running clubs).

6.4.10. Our experiences of working in this new kind of environment will inform how we design and ultimately use the proposed new Civic Centre.

6.5. Workforce engagement

6.5.1. In developing these plans, an extended period of consultation and dialogues with our workforce has taken place. This includes:

- Staff surveys to gather information about staff experiences of working from home, their work-style preferences
- Consultation with the trade unions, to understand key issues facing staff.
- Discussions with staff networks including the Disability and Health network and the LGBT+ staff network
- “Let’s Talk” sessions, which all staff are invited, to facilitate engagement directly between staff and senior management.

6.5.2. There have also been extensive discussions with service management teams to support services to work through how they intend to work going forward, to build confidence that office accommodation and wider organisation policies and support will enable them to continue to deliver high quality public services as the pandemic eases.

6.5.3. Staff have indicated a strong preference for continuing to work remotely for a portion of time. In order to recruit and retain a high performing workforce, moving to modern ways of working is in therefore strongly in the Council’s overall interest and our hybrid model should ensure this is enabled.

6.6. Equalities Considerations

6.6.1. In developing the approach contained within this report, the Council has had due regard to its public sector equalities duties. The Council has a highly diverse workforce and values the range of life experiences we can therefore draw upon. Accordingly, it is essential that all our Council buildings are accessible and welcoming to all.

6.6.2. A major consideration is that the buildings need improvements to the toilet facilities to ensure they are inclusive and cater for disabled users.

6.6.3. Our plans will make provision for gender-neutral toilets, whilst recognising that the overall provision needs to be suitable for all.

6.6.4. As we develop plans for office refurbishment, our ambition is to take account of modern guidelines for creating environments that are dementia friendly and are suitable for neuro-diverse individuals.

7. Contribution to strategic outcomes

7.1. This report contributes to the Borough Plan priority “Your Council” – Outcome 19 “We will be an able, positive workforce with the skills needed to deliver for

Haringey". The Delivery Priority this supports is "Design smarter working environments to endorse modern and agile working".

8. Statutory Officers comments

8.1. Finance

8.1.1. There are no direct financial implications arising from this report.

8.2. Procurement

N/A

8.3. Legal

N/A

8.4. Equality

N/A

9. Use of Appendices

N/A

10. Local Government (Access to Information) Act 1985

N/A

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Report for: Staffing & Remuneration Committee, 2 December 2021

Title: Schools Model Pay Policy Report

Authorised by: Dan Paul, Chief People Officer

Lead Officer: John Murphy, Acting Head of HR (Schools)

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 2021 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 the nationally agreed changes.

5 Alternative options considered

5.1 Not applicable.

6 Background information

6.1 Following a period of consultation, the 2021 School Teachers' Pay and Conditions Document (STPCD) was published. The STPCD implements the recommendations set out in the 31st report of the School Teachers' Review Body (the STRB).

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

6.3 The only financial amendment applicable to the 2021 Model Pay Policy was the inclusion of an additional £250 award for unqualified teachers on points 1 to 3 and the policy has been updated at Appendix 4 (unqualified teacher pay scale) to reflect this award. All other rates of pay for Teachers remain unchanged. 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.

7 Contribution to strategic outcomes

7.1 Not applicable.

8 Statutory Officers' comments

Legal

8.1 The Head of Legal and Governance has been consulted in the preparation of this report, and in noting that the Committee has within its Constitutional terms of reference:

To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.

To approve all human resources policies including pay and grading structures, and changes to employees terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme

advises that adoption of model policies for maintained schools is within its terms of reference and there is no legal reason why the Committee cannot adopt the proposals stated in the Recommendations section of the report.

Finance

8.1 The cost of implementing the additional £250 pay award for unqualified teachers will be met by the maintained schools' individual dedicated schools budget. Where the council directly employs teachers on these pay scales, the cost will be met from existing agreed budgets.

9 Use of Exempt Appendices

9.1 Appendix A - Haringey Model Schools Pay Policy 2021.

10 Local government (Access to Information) Act 1985

10.1 Not applicable.

Haringey Schools Policies

Model Pay Policy

Date of issue:	xxxxx 2021
Status: This Model Pay Policy is effective from September 2021. 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

Version History	V3 xxxxxx 2021
Implementation date	Effective from 1 st September 2021
Review Date	2022
Decision making body & date of approval	Staffing and Remuneration Committee DATE TBC
Summary of Changes	Revised to reflect changes to Teachers Pay following the pay awards in 2021

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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 2021 (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 2021 may be viewed online at 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 2021-2022 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 2021.

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 2021 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 2021-2022 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 2021-2022 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 Early Careers Teachers (ECT's)

6.13.1 Decisions on pay progression for ECT's subject to statutory induction arrangements will be taken by 31st October each year to take effect on and be backdated to 1st 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.

6.13.2 The induction period for ECT's is 2 years however, this does not prevent a school from awarding pay progression to ECTs at the end of the first year.

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. In accordance with the STPCD 2021 a consolidated award of £250 has been awarded to those teachers whose full-time equivalent basic earnings are less than £28,681 per annum (Unqualified teachers' pay scale, points 1 – 3).

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. The relevant body should not award consecutive TLR3s for the same responsibility unless that responsibility relates to tutoring to deliver catch-up support to pupils on learning lost during the pandemic. 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 2021 on a daily rate calculated by dividing the annual amount by 194.

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 2021 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 31st

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.

37	110142	110142	LEAD'SHP						X	X
38	112664	112664	LEAD'SHP						X	X
39	114074	114074	LEAD'SHP						X	
39	115215	115215	LEAD'SHP							X
40	117898	117898	LEAD'SHP							X
41	120645	120645	LEAD'SHP							X
42	123461	123461	LEAD'SHP							X
43	125098	125098	LEAD'SHP							X

X – Group Range

1.1.2 SCHOOL TEACHERS – LEADING PRACTITIONERS

HARINGEY COUNCIL LEADING PRACTITIONER SCALE 1ST SEPTEMBER 2021

Sp PT	Sep 20 Rate	Sep 21 Rate	Scales	Sp PT	Sep 20 Rate	Sep 21 Rate	Scales
1	50415	50415	LP	7	62689	62689	LP
2	52283	52283	LP	8	65007	65007	LP
3	54216	54216	LP	9	67418	67418	LP
4	56219	56219	LP	10	69912	69912	LP
5	58300	58300	LP	11	72480	72480	LP
6	59952	59952	LP				

1.1.3 SCHOOL TEACHERS – QUALIFIED CLASSROOM TEACHER

HARINGEY COUNCIL QUALIFIED TEACHER SCALE 1ST SEPTEMBER 2021

Sp PT	Sep 20 Rate	Sep 21 Rate	Scales	Sp PT	Sep 20 Rate	Sep 21 Rate	Scales
1	32157	32157	QTEACH	4	36866	36866	QTEACH
2	33658	33658	QTEACH	5	39492	39492	QTEACH
3	35226	35226	QTEACH	6	42624	42624	QTEACH

Date of issue:

1.1.4 SCHOOL TEACHERS – UPPER PAY RANGE

HARINGEY COUNCIL TEACHERS - UPPER PAY SCALE 1st September 2021

Sp PT	Sep 20 Rate	Sep 21 Rate	Scales
1	46971	46971	PTQTEACH
2	49279	49279	PTQTEACH
3	50935	50935	PTQTEACH

1.1.5 SCHOOL TEACHERS – UNQUALIFIED TEACHERS

HARINGEY COUNCIL TEACHERS - UNQUALIFIED PAY SCALES 1st September 2021
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Sp PT	Sep 20 Rate	Sep 21 Rate	Scales
1	22849	23099	UQ TEACH
2	24962	25212	UQ TEACH
3	27075	27325	UQ TEACH
4	29187	29187	UQ TEACH
5	31298	31298	UQ TEACH
6	33410	33410	UQ TEACH

Date of issue:

1.1.6 SCHOOL TEACHERS – ALLOWANCES

HARINGEY COUNCIL TEACHERS - ALLOWANCES 1st September 2020
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Teaching & Learning Responsibility			
PT	Sep 20 Rate	Sep 21 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	Sep 20 Rate	Sep 21 Rate	
1	1002	1002	Frozen
2	1970	1970	Frozen
3	2985	2985	Frozen
4	4158	4158	Frozen
5	5415	5415	Frozen

Special Needs			
PT	Sep 20 Rate	Sep 21 Rate	
1	2209	2270	
2	4359	4479	

Date of issue:

Report for: Staffing & Remuneration Committee, December 2021

Title: HR Parental Policy - Progress Report

Report authorised by: Susie Faulkner, Interim Director Customer, Transformation & Resources

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

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

1. Describe the issue under consideration

- 1.1 The report outlines the key changes to pay and leave entitlements which are being proposed and which, if agreed by Committee, will form the basis of the new Parental Leave Policy & Practice Note.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- 3.1 That the proposals for changes in benefits outlined in this report be agreed so that a policy can be prepared to be discussed with relevant stakeholder groups and Corporate Board.

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

- 6.1 At the June Staffing and Remuneration Committee, Members were advised of the progress of the ongoing review of HR Policies. One of the key policies identified for early review was the new Parental Leave Policy, encompassing the current entitlement to leave and pay for Maternity, Adoption, Nominated Carers, Shared Parental, Ordinary Parental, Parental Bereavement, and Premature birth.
- 6.2 We have reviewed these to ensure we provide competitive and benchmarked enhanced benefits. We want to provide a broad foundation of support for our employees at key points in their lives and strengthen consistency and transparency in applying these benefits. We have equalised benefits where possible to promote inclusiveness. . Based on the benchmarking that we have

conducted, we have improved our benefits offering and removed out of date benefit options which will simplify our final policy and practice notes.

- 6.3 The entitlement to all types of parental leave and pay is currently to be found in a variety of documents. The purpose of the new policy and practice notes is to bring them together in one place, which can be standardised and simplified. The combined Policy will be legally compliant, use diversity terminology and be easier for managers and prospective or existing parents to read and understand. The main document (the policy) outlines the policy's primary purpose, what the organisation is trying to achieve, gives a clear indication of who it applies to, the key provisions, and the core principles and accountabilities.
- 6.4 The practice note, expands on the policy to set out the organisation's operational requirements. The practice note summarises the roles and responsibilities related to managers, individuals, the HR team and, where appropriate, staff representatives.
- 6.5 In Summer 2021, as part of our review, we began consultation on a new draft of Parental Policy. At the initial meeting with trade unions we discussed reviewing all relevant documents into one single Parental Leave Policy.
- 6.6 The key proposals for change from our current policies are listed below. We have also attached the summary of proposed changes and the impact on employees for ease of reference (Appendix 1).

6.6.1 Maternity leave and pay:

We put in a growth bid to increase enhanced maternity benefit, but this was rejected as part of the annual budget process. A further application in the next budget process will be considered.

We currently have six options for maternity leave provisions, which is confusing and some of these options are outdated. We propose to streamline the options and have only four main categories of entitlement for employees.

The proposal removes the additional benefits given to those employed before April 1993 as they are highly unlikely to take maternity leave as they are all aged between 49 and 64. There is also the potential for indirect age discrimination if there is a differentiation in benefits between older and younger employees.

Consideration was given to moving to local government service rather than Haringey service. However, to pay SMP, the employee needs to have 26 weeks of service with Haringey at the appropriate point in the pregnancy. Without this service, we would need to pay an amount equivalent to SMP, but this would be too complex to administer on our systems.

It is important to note that the trade unions have not agreed to remove the current entitlement for those employed before April 1993. Unison has informed us that they will need to ballot their members as it could be viewed a diminution in benefits for this group of staff.

6.6.2 Adoption, fostering or surrogacy leave & pay

We propose to recognise in the new Parental Leave Policy that surrogacy has become more common. We also realise that welcoming a newly adopted child into the family poses the same challenges to parents and carers as welcoming a birth child. As with maternity leave, the proposal streamlines the options and removes the additional benefits given to those employed before April 1993. The changes will help to ensure that parents can spend time with their adopted child and ensure we are providing equal benefits and encouraging inclusivity across our enhanced benefits. These proposals will result in a significant increase in benefits for the vast majority.

It is important to note that the trade unions have not agreed to remove the current entitlement for those employed before April 1993. Unison has informed us that they will need to ballot their members as it could be viewed a diminution in benefits for this group of staff.

6.6.3 Nominated carers leave & pay

Currently, we have three different leave entitlement for nominated carers. The proposal is to reduce options to two and increase the benefit for those with at least 26 weeks of continuous service with Haringey, by the qualifying week, from one week to two weeks full pay, while those with less than 26 weeks of service will be entitled to five days paid leave.

6.6.4 Shared parental Leave & Pay

We put in a growth bid to introduce enhanced shared parental leave and pay, but this was rejected as part of the annual budget process. A further application in the next budget process will be considered.

Anyone who opts to take shared parental leave will receive statutory pay.

6.6.5 Premature baby leave & pay

The Committee agreed in March 2018 that employees had an entitlement to paid leave, for each week from the date of the premature birth until either the expected due date or the date of hospital discharge, whichever is earlier. The leave would be added to the end of the maternity, or nominated carers leave so that there is no impact on SMP payments.

6.6.6 Parental bereavement leave & pay

In the event of the death of a child up to the age of 18 or stillbirth, a parent or nominated carer can take up to two weeks of parental bereavement leave. We are proposing that this will be on full pay rather than statutory pay. Compassionate leave can be given in addition to this leave. We do not envisage that this proposal will have any financial impact as it is highly likely that the parent

or nominated carer would take sick leave if we did not provide bereavement leave on full pay.

6.6.7 Time off for IVF treatment

Time off for IVF treatment – we recognise that undergoing IVF treatment is stressful and may require many ongoing medical appointments. To recognise this, prospective birth parents and nominated carers can claim up to 3 days of paid leave per rolling calendar year which may be taken in half days. Any additional leave may be taken as annual leave, unpaid leave, or with the line manager's agreement, the time taken may be made up at a later date.

Sickness resulting from IVF treatment will be treated as sickness absence in the usual way.

6.6.8 Other updates to be included

Since the policies were last reviewed, additional statutory entitlements have been introduced, which will now be covered in the policy. These include:

- Ordinary parental leave – a statutory entitlement which gives birth or adopted parents and carers the right to take up to eighteen weeks of unpaid leave until the child reaches 18 (leave is taken in blocks of one week unless the child is disabled, with a maximum of four weeks per year). This is a statutory entitlement with no service requirement.
- There is no entitlement to paid leave for miscarriage before 24 weeks of pregnancy. Special leave may be claimed, and this is granted as paid or unpaid leave at the discretion of the Director. We will provide advice in the policy about supporting an employee following a miscarriage. Any sickness absence would not be used towards sickness absence triggers.

7. Numbers and Costs

- 7.1 The number of people who take parental leave in any one year is relatively low for an organisation of 2,500 employees. For example, only 90 women took maternity leave in the two years to March 2021 and 22 people took nominated carers leave during the same period. Because of the relatively low numbers, the additional costs that would be involved in implementing the proposals outlined in this report would be low. Appendix 1 gives a full summary of the existing benefit and the proposed changes.

Parental leave option	Pay Option	Number claiming April 2019 to March 2021	RAG
Maternity :Option B: post 1993,	Full pay option	10 people	

Maternity: Option B: post 1993,	Mix of full and half pay option	62 people	
Maternity: Options C,D,E,		15 people	
Maternity: Option F	unpaid	3 people	
Adoption leave	All options	0 people	
Nominated Carers: Option B, post 1993	paid	22 people	
Parental leave	paid	3 people	
Parental leave	Statutory pay	1 person	

8. Timescale

- 8.1 Initial discussions on changes to benefit provisions have taken place with the trade unions. If the committee agree to these proposals, the next step will be to draft a policy and circulate it to seek the views of relevant stakeholders. The final policy will then be brought back to the Committee for final approval in February 2022.

9. Statutory Officers' comments

9.1 Finance

- 9.1.1 This report proposes a number of policy changes to parental leave, the majority of which leave benefit levels unchanged. Where enhanced benefits are being proposed the direct financial implication is minimal as the number of employees accessing them is low (as evidenced in paragraph 7) and Services will in most circumstances cover the period of leave with existing resources.

- 9.1.2 Posts are budgeted for on the assumption the postholder will receive full pay for the whole year. There is no separate corporate budgetary provision for parental leave and Services are expected to manage requests within existing staffing budgets.

9.2 Legal

- 9.2 The Head of Legal and Governance has been consulted in the preparation of this report, and in noting that the Committee has within its Constitutional terms of reference:

To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.

To approve all human resources policies including pay and grading structures, and changes to employees terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme.

advises that there is no legal reason why the Committee cannot adopt the proposals stated in the Recommendation section of the report.

10. Use of Appendices

Appendix 1- Summary of proposed changes

11. Local Government (Access to Information) Act 1985

Not applicable.

Appendix 1- Summary of proposed changes

KEY TO RAG STATUS

Red: Proposed deletion of option available Amber: No change to current benefit Green: Enhanced benefit proposed					
Policy	Option	Current Benefit	Proposed Benefit	RAG	Comments
Maternity	Option A: Joined the council before 1/4/93	Either 28 weeks at full pay OR 16 weeks full & 24 weeks half pay	Option 1: 14 weeks full pay or 8 weeks full & 12 weeks half pay + Statutory Maternity Pay.		When enhanced pay is exhausted, SMP is payable for the remaining weeks up to a maximum of 39 weeks
Maternity	Option B: Joined the council after 1/4/93 & employed continuously for 1 year at the beginning of the 11th week before the expected week of birth	14 weeks full pay or 8 weeks full & 12 weeks half pay + Statutory Maternity Pay.	Option 1: 14 weeks full pay or 8 weeks full & 12 weeks half pay + Statutory Maternity Pay.		When enhanced pay is exhausted, SMP is payable for the remaining weeks up to a maximum of 39 weeks.
Maternity	Option C: One year's continuous Local Govt. service at the start of 11th week before the expected week of birth AND 26 weeks continuous service with Haringey	6 weeks at 9/10 ^{ths} of a week's pay plus 12 weeks at half pay.	Option 2a): 6 weeks at 9/10 ^{ths} of one weeks' pay plus 12 weeks at half pay.		When enhanced pay is exhausted, SMP is payable for the remaining weeks up to a maximum of 39 weeks
Maternity	Option D: One year's continuous Local Govt. service at start of 11th week before the expected week of birth BUT without 26 weeks continuous service with Haringey at start of 15th week before the expected week of birth	No entitlement to Statutory Maternity Pay but 6 weeks at 9/10 ^{ths} of one weeks' pay plus 12 weeks half pay	Option 2b): 6 weeks at 9/10 ^{ths} of one weeks' pay plus 12 weeks half pay. No entitlement to Statutory Maternity Pay		

Policy	Option	Current Benefit	Proposed Benefit	RAG	Comments
Maternity	Option E: 26 weeks of continuous Haringey service by the end of the 15th week before the expected week of birth	6 weeks at 9/10ths of one weeks' pay plus 33 weeks Statutory Maternity Pay	Option 3: 6 weeks at 9/10ths of one weeks' pay plus 33 weeks Statutory Maternity Pay		
Maternity	Option F: Less than 26 weeks continuous local government service by the end of the 15th week before the expected week of birth	No entitlement to Statutory Maternity Pay. Maybe eligible to claim Maternity allowance from DWP	Option 4: No entitlement to Statutory Maternity Pay. Maybe eligible to claim Maternity allowance from DWP		
Adoption	Option A: Joined the council before 1/4/93	24 weeks at half pay from the date of adoption. Statutory Adoption Pay for 39 weeks	Option 1: 14 weeks full pay or 8 weeks full & 12 weeks half pay plus Statutory Adoption Pay to make up to normal full pay 19 weeks Statutory Adoption Pay only		When enhanced pay is exhausted SAP is payable for the remaining weeks up to a maximum of 39 weeks.
Adoption	Option B: Joined the council after 1/4/93 & employed continuously for 1 year at the beginning of the 11th week before the expected week of matching	12 weeks at half pay from the date of adoption plus Statutory Adoption Pay for 39 weeks	Option 1: 14 weeks full pay or 8 weeks full & 12 weeks half pay plus Statutory Adoption Pay		When enhanced pay is exhausted SAP is payable for the remaining weeks up to a maximum of 39 weeks.
Adoption	Option C: 26 weeks - 1 year continuous Haringey service by the week of matching with the child	No stated benefit	Option 2: 6 weeks at 9/10ths of one weeks' pay plus 33 weeks Statutory Adoption Pay		
Adoption	Option D: Less than 26 weeks Haringey Service ending with the week the individual is matched with a child	No entitlement	Option 3: No entitlement to Statutory Adoption Pay. Entitlement to unpaid adoption leave		
Nominated Carers Leave	Option A: Joined the council before 1/4/93 who have 26 weeks continuous service	2 weeks full pay (including 5 days of Maternity Support	Option 1: 2 weeks full pay		

Policy	Option	Current Benefit	Proposed Benefit	RAG	Comments
	before the 15th EWC or week of matching	Leave, in line with National Conditions of service (Green Book)			
Nominated Carers Leave	Option B: Joined the council post 1993 and have 26 weeks continuous service before the 15th EWC or week of matching	1 week full pay, 1 week Statutory Parental Pay (including 5 days of Maternity Support Leave.	Option 1: 2 weeks full pay		
Nominated Carers Leave	Option C: Less than 26 weeks continuous service before the 15th EWC or week of matching	2 weeks unpaid leave	Option 2: 5 days paid leave (Maternity Support Leave), plus one week unpaid leave		
Ordinary Parental Leave	Statutory entitlement only, no policy	Statutory entitlement, up to 18 weeks unpaid leave per child (pro-rata for part-time employees). Taken in blocks of 1 week, maximum of 4 weeks per year. May be added to Nominated carers / Maternity leave.	Retain statutory entitlement		
Shared Parental Leave	No current policy. Option A: 26 weeks of continuous Haringey service by the end of the 15th week before the expected week of birth	Statutory entitlement only - the remainder of the 39 weeks of maternity or adoption pay will be paid.	Option 1: Statutory entitlement only - the remainder of the 39 weeks of maternity or adoption pay will be paid.		
Shared Parental Leave	Option B: Less than 26 weeks continuous local government service by the end of the 15th week before the expected week of birth	Option C: No entitlement to Shared Parental Leave or Pay	Option 2: No entitlement to Shared Parental Leave or Pay		

Policy	Option	Current Benefit	Proposed Benefit	RAG	Comments
Premature Baby Leave	No service requirements for this	For babies born at or before 37 weeks, both birth mothers and partners entitled to one additional week on full pay (as Special Leave) for every week their premature baby spends in hospital before the expected due date or until hospital discharge whichever is earliest. Leave claimed is added to end of normal maternity leave period or to the end of the nominated carers leave	For babies born at or before 37 weeks, both birth mothers and partners entitled to one additional week on full pay (as Special Leave) for every week their premature baby spends in hospital before the expected due date or until hospital discharge whichever is earliest. Leave claimed is added to end of normal maternity leave period or to the end of the nominated carers leave		
Parental Bereavement Leave	Option A: Employed continuously by Haringey for at least 26 weeks ending with the week before the week in which the child died	Statutory Parental Bereavement Pay for 2 weeks	2 weeks full pay (inclusive of statutory parental bereavement pay)		
Parental Bereavement Leave	Option B: Employed continuously by Haringey for less than 26 weeks ending with the week before the week in which the child died	No pay, 2 weeks unpaid leave	2 weeks full pay (inclusive of statutory parental bereavement pay)		

Policy	Option	Current Benefit	Proposed Benefit	RAG	Comments
IVF treatment	No current specific leave provided	N/a	Prospective mothers and nominated carers can claim up to 3 days paid leave per rolling calendar year		
Miscarriage	No current specific leave provided. Miscarriage relates to the end of pregnancy before 24 weeks.	Special leave may be claimed, and this is granted as paid or unpaid leave at the discretion of the Director	No set leave proposed. Very individual response. If unwell, sick leave applies and this would be pregnancy related so would not impact on sickness monitoring triggers. Special leave can be granted by manager. Important policy signposts this and support mechanisms available.		

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Report for: Staffing & Remuneration Committee, December 2021

Title: HR Change Management Policy – Agreement of Changes

Report authorised by: Susie Faulkner, Director Customer, Transformation & Resources

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

Report for Key/ Non Key Decision: Non key

1. Describe the issue under consideration

- 1.1 To provide the Staffing & Remuneration Committee with an update regarding the on-going review and revision of the Restructuring, Redeployment and Redundancy Policies into an Organisational Change Policy and Practice Note.
- 1.2 This report also outlines the principle and benefit changes to be made as a result of the update to this policy and which, if agreed by the Committee, will form the basis of the new Organisational Change Policy and Practice Note.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- 3.1 That the Staffing and Remuneration Committee consider the proposals in this report, in particular where agreement has not been reached on the principal of pay protection with the Trade Unions.
- 3.2 Agree the proposals outlined in this report so that the Policy and Practice Note can be prepared for consultation with Corporate Board and the relevant stakeholder groups.

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

At the June Staffing and Remuneration Committee, members were advised of the progress of the ongoing review of HR Policies at Haringey in a report entitled "HR Policy Progress Review". One of the group of key policies identified for early

review was that relating to Organisational Change, encompassing the current Restructuring, Redeployment and Redundancy policies.

- 6.1 In Summer 2021 as part of our review we began consultation on a new draft Redeployment policy. At the initial discussion with Trade Unions we were asked to consider developing the three policies (Restructuring, Redeployment and Redundancy) into one single Organisational Change Management Policy.
- 6.2 Further consultation has taken place with Trade Unions on the key principles and benefit changes for the Organisational Change Policy. The majority of changes have been agreed with the Trade Unions.
- 6.3 The key current proposals for change from our current policies which the Trade Unions are in agreement with are as follows:

Policy Application

- 6.3.1 Clarification that the policy applies to those on the HC grading (up to Director level), and those on fixed term contracts.

Redundancy Ringfencing

- 6.3.2 Simplification of the ringfences. Removal of open and closed ringfences, with all those staff who are 'at risk' in one ringfence, eligible to be considered for any roles in the new structure. Staff will still be assimilated or matched into roles as per the current policy.
- 6.3.3 Assimilation interviews to be removed as a requirement.

Redeployment

- 6.3.4 Redeployment into a suitable alternative role at one grade up and one grade down from the employee's current grade will cease to be voluntary.
- 6.3.5 There is no proposal to increase the time the employee has in the redeployment pool which will stay at notice period, rather than increased to 12 weeks as per the Trade Union suggestions. Extending this period would have financial implications for the council. Note that planning restructures and workforce planning is key and depending on implementation dates more time in the redundancy pool could be possible on a case by case basis.
- 6.3.6 To provide clarity that redeployees are considered for roles before other internal and external candidates, provided they meet the essential criteria (but this does not mean that recruitment campaigns are frozen).

Suitable Alternative Roles

- 6.3.7 Criteria for how a post will be evaluated as a suitable alternative will include:
- the similarity of the work to the current job;
 - their skills, abilities and personal circumstances;
 - the total pay and benefits of the job;

- hours and location of the job (which can include hybrid working location).

6.3.8 A process will be implemented if there is dispute as to whether the role is a suitable alternative. After discussion by the Head of Service, the decision will be reviewed by the Head of Employment, Reward and Transformation (ERT). Appeals to Head of ERT's decisions to be reviewed by the Chief People Officer. To note this needs to be a quick process and will operate as such and may be a paper exercise. This does not stop the employee from accessing other formal procedures such as a grievance.

Trial Periods

6.3.9 There was consideration of reducing the trial period from 8 weeks to 4 weeks. Following discussions with the Trade Unions, and the feedback from Members at the October Staff & Remuneration Committee that an 8 week trial period was appropriate, it will remain at 8 weeks with the option to extend to 12 weeks if both employee and line manager need this.

6.3.10 A process is implemented if there is dispute as to whether the trial period has been successful. After discussion by the Head of Service, in the case of dispute, the decision will be reviewed by the Head of Employment, Reward and Transformation (ERT). Appeals to Head of ERT's decisions to be reviewed by the Chief People Officer. To note this needs to be a quick process and will operate as such and may be a paper exercise. This does not stop the employee from accessing other formal procedures such as a grievance.

Redundancy Pay

6.3.11 Clarification that all staff who meet the criteria will receive the same redundancy pay, including fixed-term workers. This is not a change but following consultation with Trade Unions important to note as this was a concern raised during consultation.

Procedural Improvements and Clarification

6.3.12 A number of other procedural improvements have been discussed and agreed which streamline and improve the clarity of the process.

6.4 The key current proposal for change from our current policies which the Trade Unions are not in agreement following consultation is:

Pay Protection

6.4.1 We have proposed introducing a period of pay protection for employees redeployed to a lower grade as a result of a change

management process. This will maintain their existing pay for 12 months at full pay followed by 6 months at 50% pay protection, after which point they will revert to the top spinal column point for the grade for the role to which they have been deployed.

6.4.2 This change to policy is competitive when compared to other London Authorities. Benchmarking information is as follows:

- No pay protection – 8 councils
- 6 months – 5 councils
- 9 months – 2 councils
- 12 months – 7 councils
- 18 months – 3 councils
- 24 months – 3 councils, with one of the three applying no increments or pay awards in this period
- 36 months – 1 council

6.4.3 It should be noted that Trade Unions have made representations that this period should be for 3 years on full pay. During consultation they also put forward an alternative suggestion of phased protection over the 3 year period which is equivalent to 24 months at full pay (year 1- 100%, year 2- 60%, year 3- 40%). Following a failure to agree on this point, it was raised at the CEJCB on 23 November 2021. Their feedback on this point is contained in Appendix 1.

7. Timescale

7.1 Following the agreement of the principles and changes, we will draft the revised Organisational Change Policy and Practice Notes, and commence consultation with staff network groups, Trade Unions and our normal policy consultative mechanisms with the aim to bring the new policy to the February 2022 Staffing and Remuneration Committee.

8. Statutory Officers' comments

8.1 Finance

8.1.1 With the exception of pay protection the proposed policy changes detailed above do not have a financial implication. The proposal to introduce pay protection for employees redeployed to a lower grade as a result of restructuring will increase staffing costs in the affected services.

8.1.2 The number of redeployees has been low to date due to it being a voluntary decision by the employee. Since 2019 there have been 39 employees in the redeployment pool but only 4 employees were redeployed, and these moved to either the same or a higher-grade role. The proposed policy to remove this choice for employees will lead to an increase in employees in the redeployment pool however, due to the need to match a redeployee to a suitable alternative, it is difficult to assess the actual change in numbers successfully redeployed. It

therefore follows that the eventual instances of pay protection and therefore actual cost, are also difficult to estimate at this point in time with any degree of accuracy. Services will nevertheless be expected to manage the additional costs within their overall staffing budget.

- 8.1.3 Moving to a policy of mandatory redeployment may mitigate some redundancy costs, should suitable alternative roles be identified. If a vacant post is successfully filled by a redeployee the cost of recruitment would be avoided.

8.2 Legal

- 8.2.1 The Head of Legal and Governance has been consulted in the preparation of this report, and in noting that the Committee has within its Constitutional terms of reference:

- 8.2.2 To consider policies, procedures and schemes relating to employment matters including pay and grading structure and changes to employee terms and conditions of employment.

- 8.2.3 To approve all human resources policies including pay and grading structures, and changes to employees terms and conditions of employment and to approve policies on how the Council exercises its functions under the Local Government Pension Scheme and the Teachers' Pension Scheme.

- 8.2.4 The Head of Legal and Governance advises that there is no legal reason why the Committee cannot adopt the proposals stated in the Recommendations section of the report.

9. Use of Appendices

Appendix 1: Comments on behalf of the Trade Union.

10. Local Government (Access to Information) Act 1985

Not applicable.

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Change Management Policy

Background

The joint Trade Unions have been in discussion with Officers for several months in relation to updating the current policies that cover redeployment, re-organisation, Secondment and Acting up. The in principle agreement from both sides is that the new policy should

- Bring together the various policies into a simplified policy that covers all of these areas and also which ensures there is a consistent approach taken
- Review the current position on pay protection and on the limitations of suitable alternative offers of employment to being at the person's current substantive grade.
- Update and clarify how ring-fences are drawn up
- Strengthen the offer around redeployment with a view to providing more effective support to staff who are potentially redundant
- Clarify how and when a person may appeal against a redundancy and implications for other staff where multiple staff have been involved in a selection process..
- Provide a framework for dealing with challenges to the suitability of an alternative offer of employment and of factors that may be considered.
- Provide a maximum length of time that secondments and acting up arrangements can last and a process for dealing with those which have exceeded that
- Ensuring that the updated arrangements once agreed would be mirrored in the School change management policies

Negotiations to Date

We have held a number of sessions and made good progress on the majority of issues detailed above albeit there is some more detailed work to be carried out on a number of areas. There has been good engagement by both Trade Unions and HR colleagues who recognise that this suite of policies is in dire need of updating in order to ensure equality and consistency across the organisation.

The remaining area where we appear to have a substantive difference of view is however one of the key ones – the length and type of pay protection which would apply in the event of a person being required to take a post which is at a lower grade.

Employers Position on Pay protection

We have been able to agree what would be covered by pay protection and have had some detailed discussions on models for the length of time any protection will apply. The original offer made was for marking time protection for a 12 month period. (Marking time meaning the cash value of the current pay package but not any cost of living pay award agreed for that year) following further discussions a revised proposal has been made of 12 months marking time protection followed by a transitional period of a further months where the staff member would get 50% of the difference between the new and old salary.

Officers carried out a benchmarking exercise to establish what length of protection was offered in other London Boroughs. The results provided showed a range of approaches from no protection(Haringey's current position) to 1 borough who provide 36 months with a variety of other arrangements between these two.

Trade Union Position on Pay protection

In initial discussions we proposed 36 months marking time protection, we did so on the basis that in recent years pay awards have been relatively low and that one year could still see staff facing a significant drop in income where they have been required to take a lower graded post. The 36 months is recognised to be within the timeframe to avoid any issues arising under the Equal Pay Act and is in fact the length of protection which was used to deal with any losers in the 2008 Single Status agreement between the Council and Trade Unions. In terms of consistency it is also equal to the length of time teachers receive under the STPC conditions of service.

The differences in rates of pay between current Council grades varies as some grades overlap with those above and below and/to contain different numbers of pay spinal points. Additionally the percentage difference between each spinal point that are used to make up grades is irregular.: Following the pay settlement of 2018-20 the new spinal points up to and including Scale 6 increase by 1.8% as you progress through the points but above this level the gaps are less consistent. With the exception of the lowest grades each grade consists of 3 or 4 spinal points, Scale 1a & scale 1b consist of single spinal points.

Pay awards in recent years have varied between 2.75% in 2020 at the upper end and 1% at the lower end, the current "final" offer from the National employers is 1.75% (so broadly equivalent to one spinal point).Whereas the percentage fall in pay as a result of being down-graded one grade is closer to 3.6 -7% depending on the factors mentioned earlier in this report

What we are seeking

- For Cllrs to mandate officers to give further consideration to our proposal for 3 years protection and to receive a report on further negotiations
- For officers to be required to carry out an Equality impact assessment on those staff who may be effected by retrospectively applying a cap of 24 months on acting up arrangements and to agree with Trade Unions an approach for dealing with these cases.

Seán Fox Employeeside Secretary

Report for: Staffing & Remuneration Committee, 2nd December 2021

Title: HR Policy Review - Progress Report

Report authorised by: Susie Faulkner, Interim Director Customer, Transformation & Resources

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

Report for Key/ Non Key Decision: Non-key

1 Describe the issue under consideration

1.1 To provide the Staffing & Remuneration Committee with a progress report regarding the HR Policy Review project. A timetable for review is attached at Appendix 1.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 That the report be noted by the Committee.

4 Reason for decision

Not applicable.

5 Alternative options considered

Not applicable.

6 Background information

6.1 The format of HR policies and guidance notes was amended in 2018 to better reflect the different nature of the two documents. The main document (the policy) outlines the main purpose of the policy, what the organisation is trying to achieve, gives a clear indication of who it applies to, the key provisions and the core principles and accountabilities.

6.2 The practice note expands on the policy to set out the organisation's operational requirements. The practice note summarises the roles and responsibilities as they relate to managers, individuals, the HR team and where appropriate, staff representatives.

6.3 There are two key policies which the HR Employment Reward & Transformation team have focussed on, which bring together a variety of Guidance Notes and

other documents into one Parental Leave Policy and bring together three separate policies relating to Redundancy, Redeployment & Restructuring into one Organisational Change Policy. Over the last few months, HR have held several meetings with the trades unions, on a formal and informal basis, to outline the management side's proposals and to gain the trade union's input into the proposed changes.

6.4 When HR policies are brought to the Staffing & Remuneration Committee for consideration, they would have already been through a number of stages to sure that relevant stakeholders have the opportunity for comment. The stakeholder groups include:

- HR colleagues who work with the policies on a daily basis
- the HR Management Team
- Trades Unions
- A group of business unit managers from a cross section of directorates
- Staff Network Groups
- Legal Services
- Corporate Board

6.5 The time taken to complete each stage depending on the amount of revision needed, the complexity of the content, the comments received and the timing of governance meetings. The two policies currently being reviewed are complex in their content and are in part, affected by employment legislation and changes in benefits. The time taken to ensure that the final versions of both the Parental Leave and Organisational Change policies are accurate, compliant and fair has taken longer than anticipated for this reason. A two-stage approach has been adopted, with the first stage getting approval on the benefit and principle changes, and the second stage will produce the policy and practice note documents. Separate reports outlining the stage 1 changes being proposed are with the Committee.

6.6 The policies which will be sent to Committee next year include the revised Employment References Policy which was originally considered in February 2020 and in June some relatively small revisions to existing policies including Purchasing Annual Leave; the Code of Conduct and a new Menopause policy. The Probation Policy is likely to have more substantial changes which will need input from the stakeholders. An update and review of the Use of Consultants Policy will also be conducted, and this may be incorporated into a reviewed Recruitment Policy.

7 Statutory Officers' comments

7.1 Finance

7.1.1 There are no financial implications arising from the contents of this report. The Policy Reviews listed in Appendix 1 may have financial implications which will be dealt with in those reports at that time.

7.2 Legal

7.2.1 It is noted that this report is for information purposes only.

8 Use of Appendices

The schedule of work for the coming year is shown at Appendix 1.

9 Local Government (Access to Information) Act 1985

Not applicable.

Appendix 1: HR Policy Review – Schedule of Work 2021 / 2022

Policy Title	Cluster	Action / Rationale	Anticipated Date
Organisational Change Policy & Practice Note	Managing Change	New policy combining the existing policies for Redundancy, Redeployment & Restructuring into one document.	December 2021 (final proposals, Policy to be received in February 2022)
Parental Leave Policy & Practice Note	Family Friendly	New policy & practice note combining the existing policies and guidelines relating to Maternity leave, Adoption Leave and Nominated Carers Leave into one document.	December 2021 (final proposals, Policy to be received in February 2022)
Employment References	Resourcing	New practice note.	February 2022
Employee Code of Conduct	Leading & Coaching	Minor revisions required following Audit Report in 2021	June 2022
Menopause Policy	Work & Wellbeing	New policy to be introduced to cover specific needs of the female workforce	June 2022
Recruitment Policy and Practice Note	Resourcing	Existing Consultants Policy and Agency Worker Guidelines to be revised and incorporated into the Recruitment Policy and Practice Notes	June 2022
Sickness Absence	Work & Wellbeing	Review of existing policy	October 2022
Disciplinary Policy	Leading & Coaching	Review of existing policy	December 2022
Grievance Policy	Leading & Coaching	Review of existing policy	February 2023

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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