

**Director's Briefing
for Chairs and Vice-Chairs
of Governors**

WELCOME

unified reward

Chairs' Briefing 19 January 2016

Graham Thurston – Unified Reward Project Manager

Aims of the briefing...

- Update on progress of the Unified Reward Project
- Share the current package of proposals
- Present specific proposals in relation to TTO contracts
- Clarify how the project impacts schools' employees
- School support arrangements in the coming months
- Update you on process and anticipated timescale
- Answer questions

Council Plans...

- Implement a new pay and grading structure
- Implement revised terms and conditions of employment
- Introduce an employee benefits scheme

- Fair, robust and more consistent pay structure
- Rewards employee performance and contribution to the organisation
- Supported by a single job evaluation scheme
- Easier to understand and manage
- Modernise terms and conditions to reflect today's working environment

Scope...

- Council employees in the following groups are included:
 - National Joint Council (NJC) for Local Government Services (LGS) terms and conditions of employment – The Green Book
 - Joint National Council (JNC) for Chief Officers
 - Senior Managers
 - All support staff in Community Schools
- Not in scope – Teachers, support staff in non-community schools

Overview of Proposals – Pay Related ...

- New Pay Structure
 - 19 grades will replace the current system of over 300 grades
 - Based on a single job evaluation scheme
 - Consolidation of the living wage (currently £9.15 per hour = £17175)
 - No/minimal grade overlap
 - Linked to market median
 - Pay progression for all (no single pay points)
 - Performance related pay progression (No automatic 'time-served' progression)

Overview of Proposals – Pay Related ...

Rewarding performance

Employee Rating	Consolidated annual pay rise
Needs development	0.0%
Satisfactory performance	0.5%
Good performance	2.25% (c 1 increment)
Outstanding performance	3.0%

- Performance related payments
 - One-off payments for employees who achieve 'outstanding' for two consecutive years

Overview of Proposals – New grade structure ...

Grade	Grade Minimum	Grade Maximum
Grade A	16,833	17,748
Grade B	17,748	18,783
Grade C	18,381	20,193
Grade D	19,524	21,552
Grade E	20,856	23,334
Grade F	23,334	26,277
Grade G	26,277	29,727
Grade H	28,935	31,986
Grade I	31,986	35,655
Grade J	36,558	41,073
Grade K	43,869	48,475
Grade L	49,451	55,384

Overview of Proposals – Pay Related ...

- Working Arrangements
 - Standard working week will be 36 hours (Monday to Friday)
 - Standard working day of 6 a.m. to 10 p.m.
 - Voluntary overtime will be paid at 25% enhancement
 - Voluntary overtime out of normal hours will be paid at 50% enhancement
 - Working out of normal hours will be paid according to Green Book conditions
 - Work on bank holiday will be paid at double-time or a day off in lieu
 - Only one enhancement rate of pay at any one time
 - Payments for emergencies will follow existing arrangements

Overview of Proposals Terms and Conditions...

- Annual leave
 - All staff to move to 30 days annual leave regardless of service
- Sickness
 - Retain current scheme (up to six months full pay and six months half pay)
 - Introduce a system of attendance 'triggers'
 - Reduction of 1 day's pay for first trigger
 - Reduction of 2 day's pay for second trigger
 - Reduction of 3 day's pay for third trigger
- Pay protection
 - Any reduction in pay will be protected for 12 months after the implementation date
- Implement an employee benefits package

Working weeks issue ...

- Some schools-based employees are paid for 52 weeks per year despite working term time only.
- Others are paid a 'retainer', which is built into the weeks per year worked calculation
- This means employees are being paid for time they are not working and amounts to 10% - 14% enhancement to the hourly rate of pay
- As this is a predominately female group of employees this situation is a significant equal pay risk for the council
- We also need to ask ourselves if this is proper use of public money
- This is an anomaly that the council cannot ignore

Working weeks issue ...

- Reference group of Headteachers before Christmas
- Discussed several ideas and options relating to the TTO/retainer issue but these tended create other and bigger issues elsewhere
- Majority view was
 - for consistency within the aims of the project
 - willingness to resolve the anomaly 'once and for all'
 - an opportunity to address the inconsistent approach to working weeks in schools
 - wanting to achieve fairest use of school budgets

Working weeks issue ...

- This means all Teaching Assistants, Nursery Nurses and Mealtime Supervisors are paid for the weeks of the year they actually work as follows:
 - Teaching Assistants/Nursery Nurses 38 weeks + 1 week (Inset days) = 39 weeks attendance = 45.7 weeks paid
 - Mealtime Supervisors 38 weeks attendance = 44.5 weeks paid
- Other support staff (e.g. Admin) can be on individual weeks per year but pay must relate to weeks actually worked
- Proposed that Teaching Assistants on 52 week contracts will be assimilated to the grade maximum in order to mitigate the loss

Working weeks issue ...

Worked example of 52 week issue

- Current - TA 2 on £19,524, working 25 hours per week on a 52 week contract receives £13,558 per year ($£19,524 \times (25/36) \times (52/52)$)
- Proposed – TA 2 assimilated to £21,552, working 25 hours per week on a Term Time Only contract will receive £13,104 per year ($£21,552 \times (25/36) \times (45.7/52)$)
- Loss of £455

Working weeks issue ...

Teaching Assistants

Job	Current Pay	Proposed Pay	Change in Base Pay
Level 1	£16,833 - £17,748	£18,045 – £20,193	+13%
Level 2	£18,381 - £19,524 (£21,552)	£19,524 – £21,552	+10 to (0%)
Level 3	£21,552 - £23,334 (£24,027)	£23,334 – £26,277	+13% to (+9%)
Level 4	£24,744 - £27,252 (£30,555)	£28,935 – £31,986	+17% to (+5%)

- 650 Teaching Assistants on TTO contracts – the vast majority gain pay - the average gain is £930
- 350 Teaching Assistants on 52 week contracts – more than half on Level 2 – the average loss of pay is £737 per year

Working weeks issue ...

Nursery Nurses

Job	Current Pay	Proposed Pay	Change in Base Pay
EYE (L3)	£24,027 - £26,277	£23,334 - £26,277	0%
EYE (L4)	£24,744 - £28,935 (£30,555)	£26,277 - £29,727	-2.7%

- 90 Nursery Nurses on retainer pay – the average loss is £1,470 per year
- There are only 4 employees on EYE (L4) and none at the top rate of pay

Working weeks issue ...

Mealtime Supervisors

Job	Current Pay	Proposed Pay	Change in Base Pay
MTS – L1	Single pay points varies in different schools SCP 6 - £16,287 SCP 7 – £16,320 But some are higher!	£16,833 - £17,748	Varies
MTS – L2	Varies between SCP 9 – 15	£18,381 - £20,193	Varies

- 480 Mealtime Supervisor on retainer pay – the average loss is £145 per year
- Low number of hours per week
- Often have other jobs in the school (e.g. TA or Breakfast / Afterschool)

Working weeks issue ...

Support for Schools

- Different schools will be affected in different ways
- We will work with each school on the specific issues you face to develop individually tailored solutions, for example:
 - Can employees' hours be legitimately increased?
 - Can we use individual support/training and development plans to assist an employee's development and career plan?
 - Are there opportunities for a job at a higher level?
- For employees detrimentally affected there will be pay protection for 12 months from the date of implementation so we have time to work with each school on the practical implications

Next steps...

- Our intentions...
 - to finalise negotiations this week
 - start employee consultation in January '16
 - Staff briefings with the Chief Executive and HR Director
 - Staff briefing packs
 - notify staff of grade outcome during March '16
 - send new contracts to staff during April '16
 - implement on 1 October '16 for Council and 1 April '17 for Community Schools

Q& A ...

- Questions



Barnet with Cambridge Education

Briefing for Chairs and Vice-chairs of Governing Bodies – 19th January 2016



Update on Progress



- Report to CELS Committee (18th November 2015)
- Report to full Council (8th December 2015)
- Decision – appoint Cambridge Education, working with ISS, as preferred bidder
- Now working on contract finalisation and transition arrangements

Why Cambridge Education and ISS?

- Desire to expand services and commitment to continue excellent performance
- Both providers are part of global organisations and are experienced in providing these services
- Rigorous approach to management and delivery of services
- Understand our requirements
- Emphasis on partnership working
- Recognition of existing strengths and emphasis on smooth transition
- Commitment to enhanced TUPE arrangements and LLW



The Cambridge Education and ISS team

Kate Hackwell: Divisional Director, Cambridge Education

Julie Huggins: Transition Manager & HR Business Partner, Cambridge Education

Steve Kemp: Education Divisional Director, ISS



Agenda



- A reminder of who we are and why we wanted to work with Barnet
- What the partnership will mean for:
 - Staff
 - Schools
 - Services
 - Barnet
- What will happen over the next 6 months
- Who will be involved alongside the Barnet team

Why Barnet?

- Working with schools and the wider education sector is what we all do
- Strong alignment of core values across all three organisations – Barnet, CE & ISS
- Our work with your colleagues over the last year has begun to give us a detailed understanding of the services
- CE & ISS have the collective experience and track record to drive the needed growth and improvement which will protect and sustain services
- Ultimately the only real ‘assets’ that transfer to us are the staff – that is what made us want to work here in Barnet



About Us

- What makes us special:
 - **Cambridge Education is part of Mott MacDonald**, an employee-owned company. We are motivated by long-term success, not short-term gain, and bring this culture to the relationship
 - **Education is at the heart of what we do**; stakeholders can trust that educational outcomes will come above all else
 - **We take PRIDE in all that we do**; as demonstrated by our previous good press in the London Borough of Islington and Slough. We are proud to provide Barnet with confidence in our ability.



ISS Education

- Education catering & cleaning specialists
- Focus on quality food & service
- Fresh home cooked food, local supply
- Operate all over the country
- Main expertise and focus in LA contracts
- Currently partner with 9 LA contracts

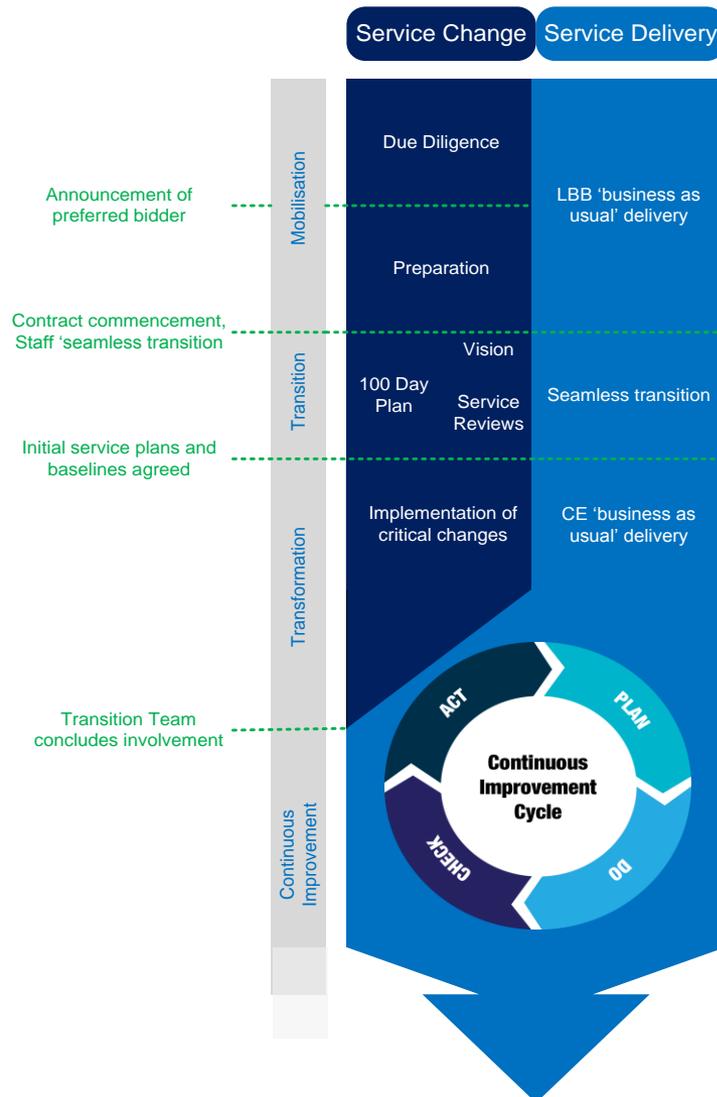


What we will do



- **Together**, we will:
 - Maintain and develop LBB's excellent education offer
 - Maintain excellent relationships with schools and develop new relationships
 - Achieve the budget savings target of £1.885m by 2020
- We ask for a fair, transparent return, relating to our performance; any additional gain beyond this will be shared between CE, Barnet and schools

How this will happen



- Mobilisation
- Transition
- 100 Day Plan
 - Staff
 - Growth
 - Service development

Service Reviews

- An in-depth review of how services currently operate
- Carried out by technical experts liaising primarily with Heads of Service but also with staff and schools
- Recommendations on proposed changes will be made to the management team
- Any quick wins identified (e.g. adding capacity to sell more, improved terms with external suppliers etc.) will be implemented as fast as possible
- Full business plan for all traded services (e.g. educational psychology, BPSI, etc.) developed and shared
- Any further recommendations that require formal consultation will be initiated at the end of the first year
- Full implementation and ongoing review



Communication



Parents



Pupils

Staff



Officers



Members



Governors



Next Steps



- Joint Transition Board set up with members from Barnet / CE / ISS
- Everyone wants to ensure a smooth transition which will be achieved through:
 - Maintaining business as usual – doing the day job
 - Making sure Barnet, CE and ISS all communicate with you throughout the process
 - If you have any concerns – raise these with Ian Harrison or any of the CE-ISS team so these can be addressed

Traded Services



- Letter and Education and Skills traded services booklet sent to schools in December
- Email from Catering Service Manager to all schools that currently use the catering service
- Asked for your help in ensuring a smooth transition of services to Cambridge Education and ISS
- Requested an early indication of those services you are confident you will buy back in 2016/17 – by 31 January if possible.
- Information needed to assure ourselves of the ongoing level of support for the services and to help us to minimise the amount of uncertainty for staff.



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EFFECTIVE GOVERNANCE AUDITS

NEIL MARLOW, HEAD OF SCHOOL IMPROVEMENT

BRONWEN TUMANI, NATIONAL LEADER OF GOVERNANCE

SARAH BEAUMONT, GOVERNOR SERVICES MANAGER

19 JANUARY 2016

The Process

- Value of taking a whole Governing Body approach
- Variation in quality of returns
- Moderation process

Recurring themes

- Governors' knowledge/understanding of how Pupil Premium is spent
- Governors' understanding of life without levels
- Inconsistency in quality of committee meeting clerking
- Succession planning
- Over-reliance on Chair
- Training for Special schools (TBA)

Governor Services' Response

- Understanding how Pupil Premium is spent: termly course already in place. Next course: Tuesday 9 February
- Life without levels:
 - Courses promised
 - Briefing on Primary Assessment on 27 January
- Clerking Committee meetings:
 - Governor Services offers committee meeting clerking
 - Course to be staged in summer term for governors clerking committees
- Succession planning: Course for Aspiring Chairs & Vice-Chairs on 23 February

Governor Services' Response

- Over-reliance on Chair: Possible topic for termly Chairs and Vice-Chairs' Discussion Forum
- Training for Special schools: Course to be arranged
- Sharing good practice session: Self-evaluating the effectiveness of your Governing Body on 4 February 2016

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