

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

## **WELCOME**



# **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
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- 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 – 19<sup>th</sup> 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.

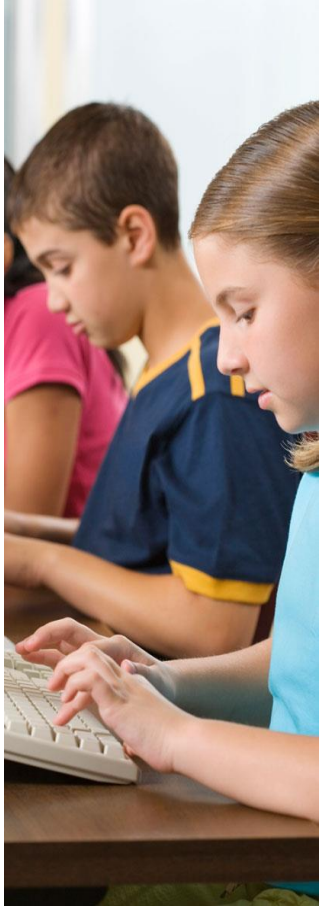


# ISS Education

- 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

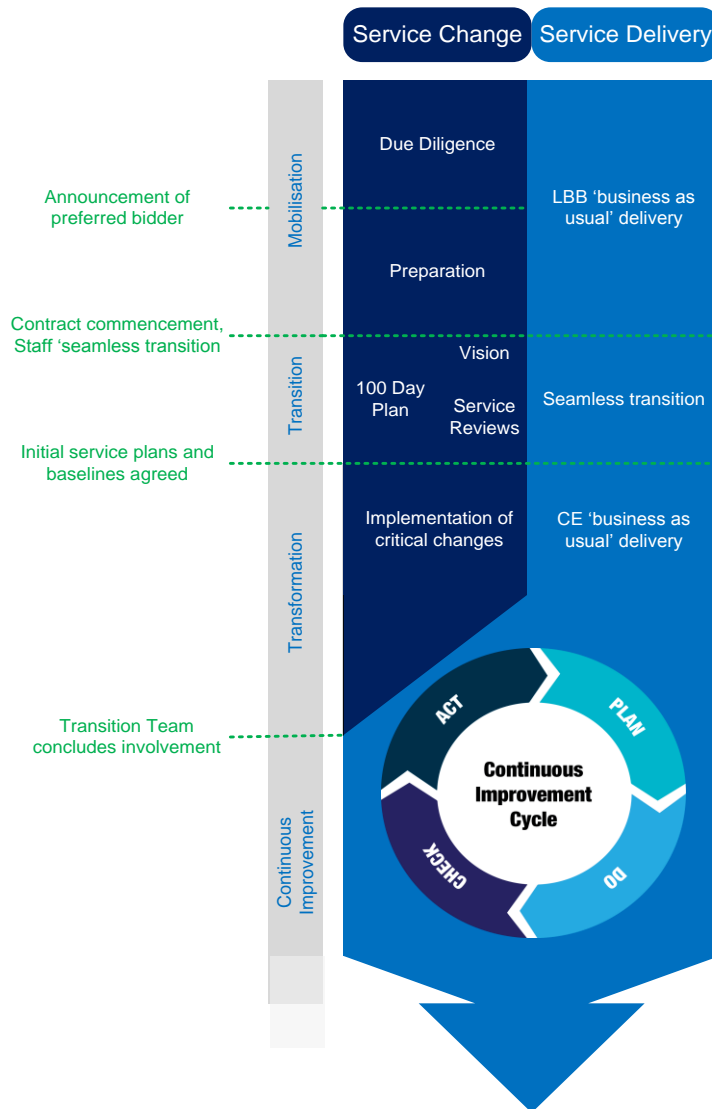


# What we will do



- **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

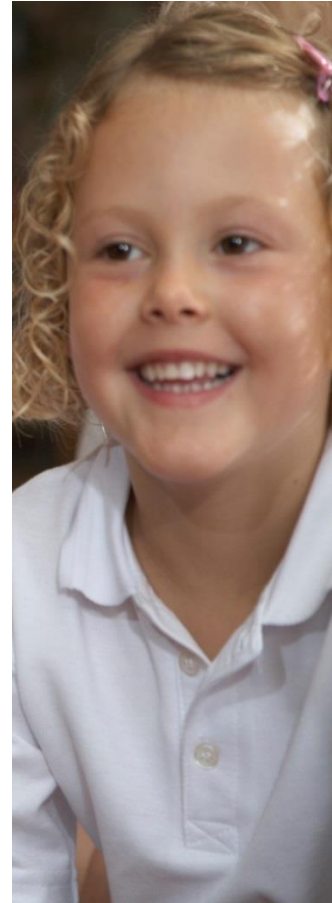
# How this will happen



- 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

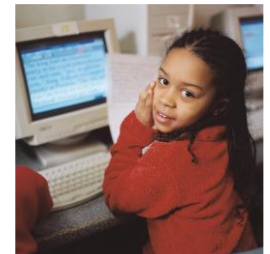


Pupils

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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