

MINUTES OF THE MEETING OF THE STAFFING AND REMUNERATION COMMITTEE HELD ON MONDAY, 2ND OCTOBER, 2017, Times Not Specified

PRESENT:

Councillors: Raj Sahota (Chair), Jason Arthur and Viv Ross

19. 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.

20. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS (IF ANY)

There were apologies for absence from Councillor Brabazon and Councillor McShane.

Councillor Tucker attended the meeting in place of Councillor Brabazon. As formal notification of the substitution had not been received from the Chief Whip and Assistant Chief Whip, it was noted that Councillor Tucker would not be entitled to vote or put forward a motion.

21. URGENT BUSINESS

There were no items of urgent business put forward.

22. DECLARATIONS OF INTEREST

There were no declarations of interest put forward.

23. DEPUTATIONS / PETITIONS / PRESENTATIONS / QUESTIONS

There were no deputations, petitions, presentations or questions put forward.

24. MINUTES

The minutes of the Staffing and Remuneration Committee held on the 26th of June were agreed as a correct record of the meeting.

Subject to amending the spelling of the surname of the Assistant Director for Strategy and Partnerships, the minutes of the Special Staffing and Remuneration Committee, held on the 22nd of June, were agreed as a correct record of the meeting.

25. PEOPLE REPORT, APRIL - JUNE 2017

The Head of Human Resources introduced the report which combined key workforce data and analysis including headcount, the cost of both the permanent workforce and off payroll arrangements absence reports, labour turnover and restructures.

This report replaced the Performance Management report and provided more easy to understand workforce data to support informed strategic decision making.

The Head of Human Resources drew the Committee's attention to:

- The new eight job levels. These were compiled according to seniority and profession and would allow SLT and the Committee to better identify the level and type of staff being referred to in the data.
- The reduced spend on the permanent establishment of £9m over the last two years.
- The reduction in temporary staff , consultants and interims over the last two years which had led to a reduction in cost for the organisation of £13m.
- Page 29 further set out the overall headcount reductions over the last three years .
- Absence reporting in the last 12 months showed a static position of an average of 9.5 days absence per employee for sickness.

Councillor Arthur commented on the increased number of managers, from 85 to 100 and subsequent increase in salary provision of £1.5m. It was accepted that with reduced staffing there needed to be increased management to manage workloads. However, given the overall reductions in staffing and the recent report to the Committee which set out the restructure of the Senior Leadership Team, it would be important to ensure that all the assigned management posts in the organisation were absolutely needed as the average salary seemed to be £100k.

Councillor Tucker commented on the need to explore where the major reductions in staffing have occurred. The table at page 18, permanent establishment, base pay review – summary indicated that there had been a reduction of 566 council staff over the last two years. Agreed for the Interim Head of Human Resources to provide the Committee with a breakdown of this figure , setting out the staff reductions according to service area.

In response to comments/questions, the following was also agreed:

- To provide visual information contained in reports such as graphs and bar charts in colour. [**Democratic Services**]
- To provide the Committee with information on the directorates and teams where there was a sudden spike in absence as indicated in the graphs at page 31 of the agenda pack. [**Interim Head of Human Resources**]

RESOLVED

To note the report.

26. OFF-PAYROLL INTERMEDIARIES REPORT

The HR Quality Assurance Manager introduced the report which considered the impact of the Off-Payroll Intermediaries legislation known as IR35, which shifted the responsibility for determining the tax status of the individual from the intermediary to the end client[Council]. The Committee received an update on the impact that these changes have had on the Council's off-payroll workers.

The Committee noted that as of April 2017, there were 374 off payroll workers and 167 of these were working with the council through a PSC [Personal Services Company]. By August this had reduced to 371 with only 75 working via a PSC. There were 39 consultants who were working with a PSC and 16 were subsequently assessed as in scope for assessment of tax status.

The HR Quality Assurance manager also highlighted that 127 agency workers were identified as working for the Council via a PSC and these were predominantly social workers and social care staff. Out of the 127 agency workers, 97 were assessed as in scope for assessment of tax status. 19 agency staff which had opted to leave and most of these staff were located in finance, Adults and Children services and located other roles in the public sector. The Social Workers tended to be replaced but not immediately. All the consultants that took part in the assessment had opted to be paid by an umbrella body which acted as a payroll agency making the required deductions at source.

The impact of the legislation change had not been as significant as expected, 18% of off payroll workers had left the organisation and the reasons provided were not all due to IR35 There was an increase in cost for the Council, where off payroll workers had moved to PAYE tax status. This included the Council now being responsible for holiday pay, an element of national insurance contributions, pension contributions and apprenticeship levy contribution.

Nine key worker regeneration consultant's day rate had increased only to enable the completion of the regeneration projects and these costs were contained within budgets.

The Committee noted the anomaly in the council's expenditure increasing as a result of the changes to IR35 which would not be covered in the budget.

RESOLVED

To note the report.

27. MANAGEMENT OF SICKNESS ABSENCE

Consideration of the report responded to an action from the June Committee meeting in which information was requested on the support being provided to managers to

manage staff sickness levels. The support measures had been in place over the last year and were expected to continue to take effect over the coming months.

The Committee noted the following support provision:

- Day to day operational advice from the HR team
- Guidance on return to work interviews
- The EAP [employment assistance programme]
- HR Business Partners providing strategic advice and support to managers and Assistant Directors
- Provision of sickness data to highlight trends
- DMT Challenge meetings
- Managers called to discuss high sickness levels with specific targeted support identified.

The Committee further noted that 82 managers had attended groups sessions on managing sickness and Heads of Services were called to challenge meeting with AD's and HR business partners to consider steps to manage high absence levels in their service areas.

The Committee noted that higher sickness levels occurred in frontline services, in particular children's and Adults services. The levels of sickness absence in back office functions was much lower. However the support measures had seen a noticeable reduction in sickness levels in Adult Services, Children's services and Commercial and Operations.

In response to a question , It was noted that a member of staff returning from sick leave, must have an interview with their manager. This rule applies whether one-day sick leave has been taken and to a longer term sickness absence.

RESOLVED

To note the report.

28. SCHOOL PAY POLICY

The Committee were asked to approve the Schools Model Pay Policy for September 2017 which had been updated at Appendix 4 to reflect the new pay grades which had been consulted/negotiated through the Schools Committee Group. This had membership of representatives from all relevant trade unions and head teachers.

The Head of Human Resources drew the Committee's attention to Pages 70 to 74 of the agenda pack which reflected the teaching pay scales which had been agreed nationally.

In response to a question, it was noted that the variations in headteacher's pay reflected the wide range of schools being managed in the borough and factors such as the size of the schools and pupil numbers in the school would be taken into account in salaries. If a headteacher managed more than one school, then they would likely receive a premium payment according to the total unit score the headteacher is

responsible for. The governing body of the school determined the pay range which was likely to be a maximum of 25% above the headteacher group.

RESOLVED

To approve the updated Schools Model, Pay Policy for September 2017 and recommend its adoption to Haringey maintained Schools.

29. HR POLICY REVIEW

The Committee considered the Probation Policy and Probation Guide for approval. This policy fell within the employment theme 'Getting and Retaining the Right People'. The guidance for managers and the actual policy was clearly separated out, which was in line with best practice.

The Committee noted that qualified social workers will have a 12-month probation to be in line with national standards.

In relation to paragraph 8.1, it was clarified that where an agency staff member had been made permanent, they would continue to have a 6-month probation period unless they have had introductory and consistent meetings with their managers which would indicate individual management of the staff member. Therefore, this probationary time period could be reduced accordingly.

In relation to paragraph 5.5, agreed that this be amended to make clear the importance of recording staff one to one meetings. Agreed to delete the first part of this paragraph and the remaining sentence reflect that written records are expected.

RESOLVED

1. To approve the Probation Policy and Probation Guide attached at Appendices A and B of this report.
2. That these new documents replace any existing policies and guidance, currently in place related to probation.
3. To authorise the Assistant Director Transformation and Resources in consultation with the Chair of the Committee to make such amendments to the Probation Policy and Probation Guide as he/she considers minor, any such amendments to be reported back to the meeting of the Committee following the making of the amendments.

30. NEW ITEMS OF URGENT BUSINESS

None

31. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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, paragraph 1; information relating to an individual.

32. EXEMPT MINUTES

RESOLVED

To approve the exempt minutes of the meeting held on the 22nd and 26th of June 2017.

33. DISCIPLINARY & DISMISSAL APPEAL DECISION LETTERS

The Committee considered exempt information pertaining to agenda item 6.

CHAIR: Councillor Raj Sahota

Signed by Chair

Date