

Joint Personnel Committee

Update Report on the Management Restructuring

1 September 2011

Report of Chief Executive

Purpose of Report

To update the Joint Personnel Committee on progress on the management restructuring and to propose the basis for incremental progression

This report is public

Recommendations

The Joint Personnel Committee is recommended to:

- (1) Note the contents of the report
- (2) Approve the proposals for incremental progression for the posts in Joint Management Team
- (3) Note that the recommendations for the appointment of the statutory officers will require consent from both Councils

1. Introduction

- 1.1 Following the meeting of the Joint Personnel Committee (JPC) on 13 July 2011, a report was presented to both Council meetings on 26 and 27 July seeking approval for the two items which were not within the remit of JPC, namely the proposal for the structure and the change to the ring fencing. Both of these items were agreed and therefore recruitment to the new structure can proceed.
- 1.2 Application packs setting out details of how to apply have been issued to staff in scope along with a copy of the JPC report. Further information on the recruitment process is given in the section below.

Cherwell District Council and South Northamptonshire Council

2. Details

- 2.1 Four support workshops have been held to take candidates through the competency based process, which were attended by all but one person.
- 2.2 The process includes online assessments, the submission of a curriculum vitae and a supporting statement, and a technical interview with Veredus. The outcomes of the assessments will be presented to Members at the meeting of JPC on 1 September by Jonathan Clark and Anna Jay-Booth of Veredus. Their reports are under separate cover in view of the confidential nature of the contents.
- 2.3 There remains the matter of how to allow progression through the grade which Members need to make a decision on before appointments are made.

I have considered a number of options:

- Service on 1 April each year
- Skill level/competence
- Performance-either individual, team or organisation

Each has advantages and disadvantages but I am inclined to recommend that we combine a number of approaches in respect of the Joint Management Team.

I propose that progression is at 1 April each year subject to the overall organisation objectives being met as detailed within the corporate plan and subject to there being no individual performance issues. In the latter case, incremental progression will be withheld pending improvement which would be monitored within an individual performance improvement plan. In the former, there would be no incremental progression within the Joint Management Team.

For individuals who are performing exceptionally there will be the ability to accelerate progression within the range. The length of the ranges will allow the development of a career graded approach for new appointments, if appropriate, with competence milestones to allow individuals to grow into the full role and accelerate within the range.

Market factors may affect the appointments within the ranges. A regular review will be carried out with a report to members annually which will highlight any potential equalities issues in the management of the grading structure.

2.4 Equalities

Further to the comments from an employee representative I have reviewed the equalities aspects of the work undertaken on the

Cherwell District Council and South Northamptonshire Council

business case to date. The Business Case agreed in December 2010 included a risk assessment which did not cover equalities aspects, neither was a full equality impact assessment undertaken at the time.

The Equality Act requires Local Authorities to carry out equality impact assessments. Procedures are already in place in both Councils. As part of the future review process I will build equality impact assessments into the requirements of any potential shared arrangements and ensure that members are informed.

I will also present an updated risk register following the appointment process which will include a section relating to equalities. In order to address the particular concerns raised relating to the new joint management structure and recruitment process I would offer the following information:

- When the business case was agreed in December 2010 the proposal was to ring fence at each level. At the time there were 5 male Directors, 5 female and 10 male Heads of Service and 2 male and 6 female managers.
- Opening up the ring fence, as approved by the two Councils at their meetings in July, has enabled all employees in scope to apply for any role which has in effect allowed the potential for a change in the dynamics.
- The issues raised regarding salary ranges agreed for the new joint management team have broadly been dealt with. We have utilised a professional company (Hay Group) to evaluate the roles on an independent basis. We have market tested the ranges including advice from the national Local Government group and we have taken account of the consultation and have adjusted the market factors accordingly
- The current recruitment process provides a fair and equitable competency based approach which is being led by independent staff from Veredus.
- At appointment stage, account will be taken of skill and experience along with current salary.
- Applicants have been asked to complete equalities monitoring forms which will cover all aspects of equalities, not just gender, and a report will be submitted to JPC once the appointments have been completed.
- Work is already in hand jointly with the trade unions to map any issues arising from the current use of two different job evaluation schemes and where the new salary structure might impact on other employees across both Councils. Members have committed to address concerns arising from that review.

Cherwell District Council and South Northamptonshire Council

- Ongoing monitoring reports will be provided on a regular basis to update Members in relation to all equalities matters, both service and employment related.

2.5 HR Policies and Procedures

An agreement was reached with the trade unions to postpone further work on policies and procedures until the recruitment process has been completed. Work is however, ongoing relating to the need for a new joint contract of employment.

As part of the review of resources at the end of September we will need a prioritised action plan to address the requirement to quickly move towards joint arrangements in view of the potential risks of continuing with two and potentially three sets of terms and conditions. The following list is not exhaustive, but gives a flavour of the challenges ahead:

- Grading and Incremental Progression
- Annual pay – CDC have local negotiations, SNC refer to the national award but apply local definitions.
- Grievance Procedure
- Discipline Procedure
- Capability Procedure
- Mileage Allowances
- Training and Development arrangements
- Payroll (pension was agreed at JPC on 13 July 2011)
- Appraisal Systems
- Equality Monitoring
- Welfare Support
- Recruitment Advertising
- Data Protection

2.6 The terms of reference for the Joint Personnel Committee provide the delegation to the Joint Personnel Committee to appoint to the new management structure, with the exception of the statutory officer appointments which require the consent of both councils. Therefore a report will be presented to the September meetings of both Councils regarding the recommendations from Joint Personnel Committee for the appointment of the Section 151 Officer and the Monitoring Officer.

Cherwell District Council and South Northamptonshire Council

3. Conclusion and Reasons for Recommendations

- 3.1 The management restructuring process is proceeding in line with the business case. Members are asked to agree the recommendations regarding incremental progression at this stage so that the information is available for candidates prior to the formal interviews taking place in September.
- 3.2 The Joint Personnel Committee will make recommendations on the appointment of the two statutory officers (Section 151 Officer and Monitoring Officer) but each appointment will require the approval of both Councils and therefore is not a delegated decision.

Options

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One** To agree the recommendations
- Option Two** To amend the recommendations
- Option Three** To not agree the recommendations

Key Considerations

(Financial, Legal and Risk and other implications e.g. Equalities, Human Resources, Data Quality, Risk, Crime and Disorder and Environmental where relevant)

Financial Implications: There will be financial implications arising from the adoption of incremental progression however at this stage these cannot be quantified. Once the recruitment process has been completed it will then be possible to calculate the impact of any incremental progression against the savings to be delivered.

Comments checked by Karen Muir, Corporate System Accountant / Deputy 151 Officer (CDC), 01295 221559, karen.muir@cherwell-dc.gov.uk and Beth Baines, Accountancy Manager / Deputy Section 151 Officer (SNC) 01327 322223, beth.baines@cherwell-dc.gov.uk

Legal Implications: The development of the shared management team has been supported by independent Legal and HR advice to ensure parity of treatment and

Cherwell District Council and South Northamptonshire Council

to avoid the possibility of legal challenge. Harmonisation of HR policies/procedures and a clear and transparent pay progression scheme are necessary to ensure a consistency of treatment for all employees.

Comments checked by Nigel Bell, Team Leader – Planning & Litigation / Interim Monitoring Officer (CDC) 01295 221687, nigel.bell@cherwell-dc.gov.uk and Chetna Nathasingh, Manager – Legal Services (SNC) 01327 322213, chetna.nathasingh@southnorthants.gov.uk

HR Implications

No additional comments as all HR issues are highlighted within the report.

Comments checked by, Paula Goodwin, HR Projects and Policy Manager (CDC) 01295 221735, paula.goodwin@cherwell-dc.gov.uk and Karen Rogers, Assistant Human Resources Advisor (SNC), 01327 322327, karen.rogers@southnorthants.gov.uk

Wards Affected

All

Corporate Priorities

All

Portfolio Holder/Lead Member

Councillor Mary Clarke – Leader, South Northamptonshire Council
Councillor Barry Wood – Leader, Cherwell District Council

Key Decision

No

Document Information

Appendix No	Title
	None
Background Papers	
Business Case approved by both Councils December 2010 Report to SNC Council 27 July 2011 Report to CDC Council 26 July 2011	
Report Author	Sue Smith, Shared Chief Executive
Contact Information	0300 0030100 sue.smith@cherwellandsouthnorthants.gov.uk