

STAFFING AND APPEALS COMMITTEE - MINUTES

Date: Monday 29th June 2015

Time: 2.00 p.m. – 3.10 p.m.

Place: Room 128, Shire Hall, Cambridge

Present: Councillors P Brown, P Bullen, A Dent, P Downes, D Giles, M Rouse, J Schumann, and J Whitehead

Apologies: Councillor P Sales

15. ELECTION OF CHAIRMAN/WOMAN

It was resolved that Councillor Schumann be elected Chairman of the Committee for the municipal year 2015-16.

16. ELECTION OF VICE-CHAIRMAN/WOMAN

It was resolved that Councillor Downes be elected Vice-Chairman of the Committee for the municipal year 2015-16.

17. DECLARATIONS OF INTEREST

There were no declarations of interest.

18. MINUTES – 31st MARCH 2015

The minutes of the meeting held on 31st March 2015 were confirmed as a correct record and were signed by the Chairman.

On Minute 12 'Pay Policy Statement 2014/15' Members raised issues with some of the actions as follows:

- Transparency Code – as this document ran to over 40 pages, rather than providing a hard copy, the intention would be to send the Committee members an electronic link following the meeting. **Action: Rob Sanderson**
- Equal Pay Audit - in relation to the request for a report on the previous Equal Pay Audit undertaken by the Council, it was explained that up to 2004 this had been reported on a quarterly basis, but it had not been possible to identify the report setting out the previous Equal Pay Audit. However, it was highlighted that the report later on the agenda titled 'Review of Locally Agreed Management and Professional Pay Structure' set out details of a review of pay structures for senior employees which met requirements of the Equalities Act in terms of the proposals on grade width, and would incorporate an equal pay audit as part of the process..

19. EXCLUSION OF PRESS AND PUBLIC

It was resolved that the press and public be excluded from the meeting on the

grounds that the reports on the agenda contained exempt information under Paragraphs 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to the financial affairs of any particular person (including the authority holding that information)).

20. CITY DEAL DIRECTOR RECRUITMENT

The Committee received a report asking the Committee to agree the process for recruitment to the post of City Deal Director.

It was reported that recruitment to the role had already commenced, with the agreement that Cambridgeshire County Council would act as host employer for the Director. The post details and governance arrangements were set out in the confidential report and would be funded from the City Deal budget, with no costs borne directly by the County Council.

It was highlighted under the Council's Constitution, the Staffing and Appeals Committee was responsible for the appointment of Director level posts. However in this case, although the City Deal Director was to be employed on a Cambridgeshire County Council fixed term contract, they would not be part of the organisational establishment. Responsibility for making this appointment sits with the City Deal Executive Board, comprising of the Leaders of the three local authorities and representatives of the University of Cambridge and the Greater Cambridge Greater Peterborough Local Enterprise Partnership.

The proposal was that the Council's established process for recruiting Senior Officers should be adopted, comprising of a two day selection process. However, while recognising that this was a non-standard appointment to an externally funded role, to ensure a reasonable level of compliance with the Council's Officer Employment Procedure Rules, it was proposed that the Chairman of the Committee should be invited to observe the final interview panel, thus providing assurance that due process and procedure was being followed.

In discussion, and as a change from the proposals in the written report, it was considered appropriate that both the Chairman and Vice Chairman should attend. It was also agreed that, provided they were satisfied that appropriate procedures had been followed, that rather than seeking ratification from the Committee on the decision to appoint a preferred candidate, they would report the decision of the Board to the next meeting of this Committee.

It was unanimously resolved:

- a) to agree the proposals in relation to the recruitment to the City Deal Director role as outlined in paragraph 1.5 of the report.
- b) to agree that both the Chairman and Vice Chairman should be delegated to attend and to observe the interview process on behalf of the Committee to ensure the necessary due compliance had been undertaken and to report back the decision of the City Deal Executive Board to the next Committee meeting.

21. SENIOR MANAGEMENT STRUCTURE IN CHILDREN, FAMILIES AND ADULTS

With the consent of the Committee, the Chairman agreed to take this item next in the order of business.

Further to the decision made at the last meeting, this report provided an update on the disappointing results of the recruitment exercise undertaken to appoint a Director of Children's Social Care within the Children, Families and Adults Directorate. The confidential report set out the feedback from the Society of Local Authority Chief Executives' (SOLACE) in relation to the possible reasons for the unusually low number of applicants. An oral update from the Executive Director provided more details of the seven candidates who had responded.

It was indicated that the services of an Interim Director had been secured until December, which provided time to be able to undertake a further full and thorough exercise, which due to the different time of year, might yield more suitable candidates. With a view to resuming the process, SOLACE had advised some candidates that their applications would be carried forward as part of any further proposed search exercise for which September was being looked at.

The Committee supported a dual approach going forward of undertaking a further recruitment exercise to identify suitable outside applicants, while ensuring every effort was made to identify additional training / development/ support required to enable internal postholders to be able to apply as credible candidates. The latter was seen as being a positive statement in terms of the Council wishing to develop the talent it already had in-house, in terms of both boosting staff morale and contributing to staff retention.

Going forward it was suggested that:

- the Executive Director should look to negotiate an extension of the interim arrangements to allow more time for the development of internal candidates,
- Additional support should be given for those internal candidates who could, with more training, be in a position to carry out the role.
- To undertake a dual approach of undertaking the proposed further recruitment drive, linked to facilitating further in house development of potentially suitable internal candidates.

It was resolved;

To note the report and endorse the recommended approach detailed in paragraph 3.1 of re-opening the search and selection process in September, while also welcoming the Executive Director's commitment to develop potential internal Head of Service candidates through additional training / support programmes.

22. REVIEW OF LOCALLY AGREED MANAGEMENT AND PROFESSIONAL PAY STRUCTURE

This report provided details of a review of pay structures for employees on locally agreed management bands (Heads of Service, Senior Managers and Senior Advisers) which represented over a 1000 Council employed staff seeking to:

- update the Committee on why the Council considers it needs to make changes
- outlining some of the principles that the Council was starting to explore with the recognised Trade Unions.

It was explained that the Council was reviewing this Group's pay structure with the remit to ensure it:

- met the business needs of the Council going forward
- was fit for purpose with due attention given to equality considerations
- complemented the Council's Performance and Appraisal scheme

The reasons for the review were set out in the detail of the report and included that:

- the current structure with its long and overlapping grades presented significant equality issues, with some staff at the top of a lower grade band earning more than those on the next, higher responsibility pay band.
- TUPE transfers to the Council over the past few years, most notably from the NHS in 2014, had resulted in employees working in the same service and often for the same clients receiving different pay and other terms and conditions.
- Recent changes to the Council's Performance and Appraisal Scheme for all
- only employees' required that only those rated at the top two performance levels "Highly Effective" and "Exceptional" received an increment and therefore the reward value had to be sufficiently meaningful within the scheme to act as a motivating and recognition factor.
- Pay levels were not generally market competitive, resulting in recruitment and retention issues.

The overview pay structure principles that it was intended to present in negotiation with the recognised Trade Unions were:

- A simple and transparent reward solution (widening the grades to five bands) that was fair and had an element of future proofing, to accommodate flexibility required as business requirements changed.
- Recognising, but not being determined by market factors

The report detailed the design features and principles of a modern pay structure under the headings: Consecutive grades; Grade width and Reward value.

In discussion on a separate issue, one Councillor requested details of the different contribution levels of both employers and employees in relation to the Local Government Pension Scheme. **Action: Janet Maulder to provide this information outside of the meeting.**

One Member made reference to a successful Cambridge University Staffing Review which had been undertaken by the Hay Consultancy which had recommended retaining a small overlap between pay bands to allow for rewarding exceptional performance in recognition of where there was not an opportunity for such staff to move up to a more senior job. There was a request that officers should consider whether a small amount of flexibility / minor grade overlap should be built in, to allow for such circumstances. Officers agreed that this could be looked at further in terms of the possibility of minor grade overlaps or providing for one-off exceptional performance payments. **Action: Sue Grace / Martin Cox**

The Chief Executive highlighted that this current review did not include Corporate Leadership pay levels and suggested that the Committee might wish to ask Human Resources (HR) to undertake a benchmarking exercise on senior pay. **Action:**
Martin Cox / Janet Maulder

It was resolved:

- a) To note the report.
- b) For the Committee to receive at a future meeting a report on the results of a comparison exercise on Senior Officer pay

Chairman