

EMPLOYMENT COMMITTEE

MONDAY 3 FEBRUARY 2014
3.00 PM

Bourges/Viersen Rooms - Town Hall

AGENDA

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1. Apologies for Absence

2. Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Minutes of the Meetings Held on:

3.1	27 September 2013	3 - 6
3.2	11 October 2013	7 - 10
3.3	23 October 2013	11 - 12

4. Exclusion of Press and Public

In accordance with Standing Orders, Members are asked to determine whether agenda item 6, Senior Management Restructure – Determination of Pay, which contains exempt information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority, as defined by Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when this report is discussed or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption

5. Review of Senior Manager Pay Scale Following Consultation	13 - 46
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| 7. | Proposals to Change the Communities Directorate Management Structure | 101 - 126 |
| 8. | Changes to Employee Policies and Procedures - Probation Policy and Social Media Policy | 127 - 134 |
| 9. | Appointment to the Local Government Employers Panel | 135 - 154 |

Committee Members:

Councillors: Lamb (Chairman), Holdich (Vice Chairman), Walsh, Fitzgerald, Khan, Swift and Sandford

Substitutes: Councillors: Cereste, Shearman and Fletcher

Further information about this meeting can be obtained from Gemma George on telephone 01733 452268 or by email – gemma.george@peterborough.gov.uk



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Gemma George on 01733 452268 as soon as possible.

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 27 SEPTEMBER 2013**

Members Present: Councillors Lamb (Chairman), Holdich (Vice Chairman), Fitzgerald, Cereste, Swift and Jamil

Officers Present: Gillian Beasley, Chief Executive
Lyn Neely, Head of HR
Mike Kealey, HR Advisor
Rona Hendry, Branch Secretary, Unison
Gemma George, Senior Governance Officer

1. Request for Adjournment

Councillor Cereste had requested that the meeting be adjourned for thirty minutes to enable him to be in attendance.

This was unanimously agreed by the Committee and the meeting was adjourned for thirty minutes and reconvened at 3.30pm.

2. Apologies for Absence

Apologies for absence were received from Councillor Walsh, Councillor Khan and Councillor Sandford.

Councillor Cereste was in attendance as substitute and Councillor Jamil was in attendance as a nominated substitute.

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of the Meeting Held on 13 June 2013

The minutes of the meeting held on 13 June 2013 were approved as a true and accurate record.

5. Becoming a Commissioning Council – Proposals to Change the Council’s Senior Management Structure

The Chief Executive presented a report to the Committee which detailed the outcomes of the consultation held in respect of proposals for a new senior management structure. The report further advised of the action that the Chief Executive intended to take as a result of that consultation.

Members were advised that the Chief Executive had the delegation to determine such changes, subject to the Employment Committee considering and recommending actions where necessary in response to such proposals, under its terms of reference.

An overview was provided of what the proposals sought to achieve, in summary these being:

- Bringing together the commissioning activity, which took place in four council departments, into one structure;

- Bringing together all the functions to deliver the growth, regeneration and economic development for the city into one place, led by a senior manager in the Council and creating a new wholly-owned company of the council to deliver major schemes;
- Bringing together other functions which sat separately in service departments, namely finance, performance management and asset management; and
- Bringing together all functions which supported good governance and decision making into one directorate.

The consultation document had been sent to all directors, heads of service and assistant directors, as well as other managers who were affected by the proposals, and prior to the publication of the consultation document, the Chief Executive had met personally with all those senior managers affected by the proposals. The review had been conducted in line with council policies and consultation had been for a period of 30 days with the Trade Unions being formally notified.

A number of consultation responses had been received, as well as other comments made during the individual discussions held with senior managers. As a result of these consultation responses, the Chief Executive had decided to put forward the following proposals:

- There had been considerable support for the proposals for Place and People Directorates, those proposals were therefore to remain unchanged from the original set of proposals which had been consulted upon;
- There had also been considerable support for the proposal for a Governance Directorate, so this proposal remained unchanged too;
- As there had been unanimous support to bring the asset management function together into one directorate, it was proposed to create a new role in the Resources directorate of Head of Corporate Property and Children's Resources which would unite all the asset management functions under this role. In addition, during the consultation, the unification of finance functions into the Resources directorate had been suggested and so it was further proposed to transfer the Children's Services Resources functions to this new role. The residual functions left in Children's Services (school improvement, special educational needs and the pupil referral unit) had not been part of the proposals but were being worked on separately by the Executive Director: Children's Services; and
- A role of Director of Public Health (part-time) was also proposed in the event that when the council recruited to the role of Executive Director: Adult Social Care, Health and Wellbeing, the postholder did not have the relevant public health qualification. Likewise an Assistant Director Adult Social Care role was proposed in the event that the Executive Director: Adult Social Care, Health and Wellbeing did not have the relevant experience in Adult Social Care.

The proposals would mean changes to current senior manager roles which included:

- Posts proposed for deletion:
 - Executive Director: Adult Social Care (vacant)
 - Executive Director: Operations
 - Solicitor to the Council (vacant)
 - Head of Planning, Transport and Engineering
 - Assistant Director: Education and Resources
- New posts proposed:
 - Executive Director: Adult Social Care, Health and Wellbeing
 - Director of Governance
 - Director of Place
 - Director of People
 - Head of Corporate Property and Children's Resources
- Posts with changes to their responsibilities:
 - Executive Director: Children's Services

Executive Director: Resources

- iv) The new Director roles were likely to be graded higher than Assistant Director/Head of Service roles and would sit between those roles and the Executive Director roles;
- v) One secondment was proposed and that was in relation to the Head of Growth and Regeneration. The secondment would be to the new delivery company proposed by the restructure and the seconded post would be the Managing Director of that company. The post-holder had been consulted on that secondment and on the new job description for that role; and
- vi) Paragraph 5.2 of consultation document outlined further potential restructuring as a result of the new roles being appointed to. All senior managers outlined in those paragraphs were aware of this as they had been spoken to personally by the Chief Executive.

It was further advised that once the structure proposals had been reviewed and commented on by the Committee, the recruitment process would begin. That process, taking into account the views of the Committee and Council on 9 October 2013, would culminate in a further report at which point the Committee may exercise its responsibility for appointing to those senior posts

The changes proposed were essential to enable the Council to move to become a "Commissioning Council" and the specific proposals on senior manager posts contained within the report would save around £100k in a full year and this would enable the Council to work towards the £1m target outlined in the consultation document.

Members were invited to comment on the proposals and the following points were highlighted:

- It was queried whether more appropriate titles for the Directors of Place and People could be found and it was agreed that this would be explored at the next meeting of Employment Committee, scheduled for 11 October 2013, where the terms and conditions of those two roles would be considered;
- It was recommended that the Head of Corporate Property and Children Resources role should include the requirement to attend Children Services DMT and CMT as required. It was confirmed that this would be a requirement of the role;
- It was recommended that career progression and job titles of senior managers should be explored and it was confirmed that this was currently in progress and would be reported to a future meeting of Employment Committee; and
- The report highlighted that the new commissioning arrangements for people would target real need for both people and communities. Concern was expressed as to how the Council would provide for the needs of the diverse communities in the city. It was explained that the new Director of People would be responsible for bringing together all of the arrangements for assessing the needs of communities and ensuring that the needs of those communities were met through the provision of services which would need to be prioritised in relation to the resources available to the Council.

The Committee thanked the Chief Executive and HR for the extensive amount of work which had been undertaken on the proposals.

RESOLVED:

The Employment Committee considered the changes to the senior management structure proposed by the Chief Executive and did not recommend any specific actions in response to the proposals prior to implementation by the Chief Executive under her delegated powers.

Reasons for the decision:

To ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

Chairman
3.30pm - 3.55pm

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 11 OCTOBER 2013**

Members Present: Councillors Lamb (Chairman), Walsh, Fitzgerald, Cereste, Khan, Swift and Sandford

Officers present: Gillian Beasley, Chief Executive
Mike Kealey, HR Advisor
Rona Hendry, Branch Secretary, Unison
Gemma George, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Holdich.

Councillor Cereste was in attendance as substitute.

2. Declarations of Interest

There were no declarations of interest made by Members of the Committee.

Gillian Beasley advised that she would leave the meeting room when the Chief Executive's Job description was being discussed during agenda item 4, and for the discussion relating to the Chief Executive's pay scale during agenda item 5.

3. Exclusion of Press and Public

In accordance with Standing Orders, the Committee was asked to determine whether agenda item 5, Proposal to Review the Senior Manager Pay Scale, which contained exempt information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority, as defined by Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when the report was discussed, or whether the public interest in disclosing the information outweighed the public interest in maintaining the exemption.

The Committee unanimously agreed to the exclusion of the press and public for agenda item 5.

4. Senior Management Restructure – Proposed Job Descriptions and Job Evaluation Process

The Chief Executive presented a report to the Committee which provided further detail in relation to the job descriptions for those posts which formed part of the senior management restructure. The report followed the initial paper submitted to the Committee on 27 September 2013.

The report sought the Committee's approval for the proposed job descriptions for both the revised and newly created posts and provided an opportunity for the Committee to ensure that all the roles had job descriptions which accurately reflected the work undertaken and the standards expected of the post holder.

The senior management restructure, proposed by the Chief Executive, had led to the creation of four new posts and the revision of four existing posts within the senior management structure. The job descriptions for the four new posts included:

- Director of People;
- Director of Place;
- Director of Governance; and
- Head of Corporate Property and Children's Resources.

The job descriptions for the four existing posts included:

- Chief Executive;
- Executive Director Resources;
- Executive Director Children's Services; and
- Executive Director Adult Social Care and Health and Wellbeing.

The Committee was advised that the job descriptions had been written by the Head of Human Resources using a standard template to ensure consistency and to facilitate the evaluation process. The job descriptions had subsequently been reviewed and approved by the Chief Executive, in consultation with the relevant portfolio holders, prior to submission to the Employment Committee for approval.

The report further detailed the job evaluation process and it was advised that when new jobs were created, or responsibilities were changed, job descriptions were required to be evaluated in accordance with the process in place for senior managers, this being the 'HAY Group Job Evaluation Method'. Following the evaluation process, a score was awarded which related to an agreed 'Pay Scale'.

Members were provided with a summary overview of the HAY process and it was advised that all of the jobs had been evaluated in draft form and the next stage of the process would be to consult all of the senior managers involved and to advise them of the relevant scores awarded.

Following the scores being disclosed to the senior managers, there was a process of appeal in place, should a post holder be dissatisfied with the outcome of the evaluation.

A separate report, agenda item 5, had been submitted to the Employment Committee to consider consultation on the revision of the 'Senior Manager Pay Scale'. If agreed, the revised pay scale would be applied to determine the remuneration of the posts.

An overview was provided of each job description in turn and key points highlighted and discussed included:

i) Chief Executive

- In summary, the job description had been developed into a standardised style and other local authority Chief Executive job descriptions had been referenced to ensure a consistent approach had been adopted;
- The tasks and duties detailed within the job description were similar to those detailed within the current job description;
- The Chief Executive had statutory responsibility for school employees, regardless of whether the schools were academies or not;
- The working hours were covered within the contract of employment, making reference to both a basic working week and in the case of a senior role, for additional hours as necessary to complete job objectives; and
- The job description was the basis for the accountability of the individual and against which the performance management of the individual was assessed. Hence the need for well written and detailed job descriptions.

ii) Executive Director Resources

- In summary, the changes to the job description related to the role assumed in relation to the 'energy and waste' work projects and also incorporated an additional report, that being the Head of Corporate Property and Children's Resources. The role was a Tier 1 role and remained the Section 151 Officer; and
- The role was diverse, with some areas of responsibility such as 'waste' which had been inherited. Members expressed concern at how the role would be filled if the current Executive Director Resources chose to leave the role. It was clarified that should the current post holder leave the role, it was standard practice to review job descriptions and to re-evaluate the position accordingly should subsequent changes be made to the job description.

iii) Executive Director Children's Services

- In summary, the role had changed so that the post holder no longer had direct commissioning responsibility, but would still have input into assessment of need. Children's Resources and the property aspect had also transferred to the Corporate Property role.

iv) Executive Director Adult Social Care and Health and Wellbeing

- In summary, the role had changed to reflect the added public health responsibilities.

v) Director of People

- In summary, the role combined commissioning activities within Children's, Adults, Neighbourhoods and Public Health, bringing the four commissioning arrangements together in one role; and
- Members commented that although it was acknowledged that there were a number of local authorities across the country which had adopted the title 'People', there was a preference for the title 'Director for Communities'.

vi) Director of Place

- In summary, the role would deliver physical growth and development in the city, and would involve making sure that the Council delivered on its economic development agenda and its regeneration agenda; and
- Members suggested that the role be called 'Director for Growth and Regeneration'.

vii) Director of Governance

- In summary, the role was responsible for a number of areas including Regulatory Services, Legal and Democratic Services, Human Resources and Performance Management, bringing together all of the areas which supported the organisation in good governance;
- It was commented that the Monitoring Officer, also acting as the Senior Legal Officer to Cabinet, could be perceived as a conflict of interest. In response it was advised that it was anticipated that a Head of Legal would be appointed who would take on a Deputy Monitoring Officer role. This role could include advising Cabinet, as this responsibility could be delegated by the Monitoring Officer.

viii) Head of Corporate Property and Children's Resources

- In summary, the role brought together all of the asset management and corporate property functions, and also took with it the children's resources role.

Following an overview summary of each job description, it was commented that the Director roles all stated 'to deputise for the Chief Executive'. The Chief Executive advised that she would inform Members in advance of which Director would deputise for her during any leave of absence.

RESOLVED:

The Employment Committee agreed the proposed job descriptions for the revised and newly created posts resulting from the senior management restructure, subject to the following amendments:

- i) Amend 'Director of People' to 'Director for Communities'; and
- ii) Amend 'Director of Place' to 'Director of Growth and Regeneration'.

Reasons for the decision:

To ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

5. Proposal to Review the Senior Manager Pay Scale

As agreed at agenda item 3, the meeting moved into exempt session.

A report was submitted to the Employment Committee which contained a proposal to review the senior manager pay scale at Peterborough City Council, which had not been reviewed for a number of years.

The proposal following a review of the senior management structure undertaken by the Chief Executive.

RESOLVED:

The Employment Committee agreed to commence consultation with senior managers regarding the implementation of a revised Senior Manager Pay Scale.

Reasons for the decision:

To ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

Chairman
2.30pm - 4.10pm

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 23 OCTOBER 2013**

Members Present: Councillors Lamb (Chairman), Walsh, Fitzgerald, Cereste, Khan and Swift

Officers Present: Gillian Beasley, Chief Executive
Lyn Neely, Head of HR
Mike Kealey, HR Advisor
Gemma George, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Holdich and Councillor Sandford.

Councillor Cereste was in attendance as substitute.

2. Declarations of Interest

There were no declarations of interest.

3. Exclusion of Press and Public

In accordance with Standing Orders, the Committee was asked to determine whether agenda item 5, interviews for the positions of 'Director for Communities', 'Director of Governance', 'Executive Director of Adult Social Care and Health and Wellbeing' and 'Director of Growth and Regeneration', which all contained exempt information relating to individuals as defined by Paragraphs 1, 2 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when the items were discussed, or whether the public interest in disclosing the information outweighed the public interest in maintaining the exemption.

The Committee unanimously agreed to the exclusion of the press and public for agenda item 5.

4. Appointment to the Post of Head of Corporate Property and Children's Resources

The Chief Executive presented a report to the Committee which requested it to appoint Mr Jonathan Lewis to the post of Head of Corporate Property and Children's Resources.

A previous report had been presented to the Committee at its meeting held on 27 September 2013, where the proposals to change the senior management structure were presented and noted. Those proposals included bringing together a number of functions which sat separately within service departments, namely finance, performance management and asset management. It was identified that this would streamline management structures, create further savings and better support the Council in delivering its objectives.

The removal of the finance function and the asset management function from the Children's Services directorate meant that the post of Assistant Director Education and Resources would no longer be required and the post holder, Mr Jonathan Lewis, placed at risk. However as a significant proportion of the post holder's existing responsibilities transferred to the newly created post of Head of Corporate Property and Children's Resources in the Resources Directorate, the post holder would slot to the new post, which was largely similar to his current role.

The Employment Committee was therefore requested, under its terms of reference, to confirm the appointment.

RESOLVED:

The Employment Committee appointed Mr Jonathan Lewis to the post of Head of Corporate Property and Children's Resources.

Reasons for the decision:

The proposed slot was in accordance with Peterborough City Council's policy to support the redeployment of staff at risk of redundancy.

5. Interviews for the Positions of:

As agreed at agenda item 3, the meeting moved into exempt session.

5.1 Director for Communities

Two candidates were interviewed for the position of Director for Communities.

RESOLVED: to appoint Ms Wendi Ogle-Welbourn, who was currently employed as Assistant Director, Children's Services - Safeguarding Families and Communities at Peterborough City Council.

5.2 Director of Governance

One candidate was interviewed for the position of Director of Governance.

RESOLVED: to appoint Ms Kim Sawyer, who was currently employed as Head of Legal at Peterborough City Council.

5.3 Executive Director of Adult Social Care and Health and Wellbeing

One candidate was interviewed for the position of Executive Director of Adult Social Care and Health and Wellbeing.

RESOLVED: to appoint Ms Jana Burton, who was currently employed as Assistant Director, Adult Social Care at Peterborough City Council.

5.4 Director of Growth and Regeneration

One candidate was interviewed for the position of Director of Growth and Regeneration.

RESOLVED: to appoint Mr Simon Machen, who was currently employed as Head of Planning, Transport and Engineering Services at Peterborough City Council.

Chairman
9.30am - 2.00pm

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
3 FEBRUARY 2014	PUBLIC REPORT

Contact Officer(s):	Mike Kealey, Advisor to HR	Tel. (01733) 384500
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REVIEW OF SENIOR MANAGER PAY SCALE FOLLOWING CONSULTATION

R E C O M M E N D A T I O N S	
FROM : Advisor to HR	
<p>It is recommended that Employment Committee considers the response to consultation with senior managers on the proposed Senior Manager Pay Scale and reaches a decision regarding:</p> <ul style="list-style-type: none"> ➤ The implementation of the proposed Senior Manager Pay Scale. ➤ The recommendation to develop a progression-related pay mechanism for senior managers. ➤ The recommendation to award pay protection for senior managers on the terms set out in this paper. ➤ The implementation of the proposed Senior Manager Job Evaluation Appeal Process. ➤ The implementation of the proposed Guidance on assigning senior manager salaries. ➤ The assignment of new job titles for senior management posts. 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Employment Committee following the decision taken by Employment Committee at their meeting on 11 October 2013, to commence consultation with senior managers at Peterborough City Council, regarding the implementation of a revised pay scale.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to provide Employment Committee with an overview of the consultation process, the feedback received from senior managers and the measures proposed as a result of the consultation process.
- 2.2 Specifically, this report sets out recommendations regarding the development of a pay-progression mechanism for senior managers and the implementation of a period of pay protection for senior managers. These recommendations have been developed taking into account the feedback received during the consultation process.
- 2.3 In addition, this report sets out the proposed Job Evaluation Appeal Process and Guidance on Assigning Salaries documents, which have been developed in response to the consultation output, to provide clarity for senior managers. These documents are submitted for review and approval by Employment Committee.
- 2.4 This report is for the Committee to consider under its Terms of Reference No. 2.3.1.4 'To determine local terms and conditions of employment for employees'.

3. **TIMESCALE**

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. **BACKGROUND**

- 4.1 Attached at Annex 1 is the pay scale proposal considered by Employment Committee on 11 October 2013. The purpose of this proposal was to seek permission from Employment Committee to commence consultation with senior managers on a revised senior management pay scale, which better reflects market conditions and provides flexibility to remunerate staff within a series of pay bands set at the market median +/- 10%. It was noted that the current pay structure for senior managers was considerably out of date having not been reviewed for some time. The applicable pay band for a post is determined by the point score achieved through external evaluation of the job description by independent Hay consultants.
- 4.2 At its meeting on 11 October 2013, Employment Committee agreed that consultation could commence in accordance with agreed Council policies.
- 4.3 It was further agreed that following consultation with senior management staff, the pay proposal would be reviewed again by Employment Committee for final determination, along with feedback from the consultation process.

5. **CONSULTATION PROCESS**

- 5.1 To commence the consultation process, all senior managers were written to and provided with a copy of the consultation paper, setting out the existing and proposed senior manager pay scales and the reasons for the proposals. Senior managers were provided with an indicative timetable for the consultation process and the consultation document clearly set out options for them to provide feedback; either in writing to the Head of HR or by requesting a 1:1 meeting to discuss their concerns. Please refer to Annex 2 for the consultation paper sent to senior managers on 18 October 2013.
- 5.2 Although no trade unions are officially recognised for consultation purposes for senior managers, the proposal was shared with the Council's Joint Consultative Forum (JCF) at their meeting on 17 October 2013, in advance of the consultation commencing.
- 5.3 In accordance with Council practice, consultation took place for a period of at least 30 days, commencing on 18 October 2013 and closing on 18 November 2013.
- 5.4 During this period individuals had the opportunity to request a 1:1 meeting, or to submit feedback in writing or verbally. Out of a total of 33 senior managers remunerated on the senior manager pay scale, the following response was received:
- Three individuals requested a 1:1 meeting with the Chief Executive.
 - Two individuals requested a 1:1 meeting with the Head of HR.
 - The Head of HR was invited to attend a team meeting with a group of senior managers, to address questions regarding the proposals.
 - Five individuals submitted questions or comments by email to the Head of HR.
 - Four individuals submitted feedback that they were content with the proposals.
- 5.5 Following the close of consultation, the Chief Executive wrote to all senior managers on 22 November 2013 to thank them for their feedback and to advise that she was considering her response.

- 5.6 The Chief Executive issued her response to consultation to senior managers on 23 December 2013. Please refer to Annex 3 for this document, which details the feedback submitted during the consultation process and the Chief Executive's response.

6. CONSULTATION FEEDBACK

- 6.1 A number of common themes emerged from the feedback provided by senior managers on the proposal to revise the senior management pay scale. These are summarised underneath (with a detailed overview and response provided in Annex 3):

6.1.1 Proposed Pay Scale

A few managers felt that it was difficult to provide meaningful feedback on the proposed pay scale as they did not know what impact the implementation of this pay scale will have on their individual pay; until an individual's post has been evaluated and a point score assigned, the individual will not know which salary band is applicable to their post or where they will be placed within that band.

Furthermore those managers queried how pay decisions would be made i.e. what factors would be considered when determining where an individual is placed within a pay band. Queries were raised as to whether the default position would be to place individuals on the median pay point within the relevant pay band and whether guidance was available to underpin the setting of salaries.

6.1.2 Progression within Pay Bands

A concern was raised by some managers that the consultation document had not proposed a mechanism for pay review / progression within the salary bands following appointment to post, unless the individual took on additional responsibilities.

A few managers felt it was important to have some mechanism to recognise and reward any additional skills, expertise and competencies an individual might develop in post, which would directly improve their performance and effectiveness.

A concern was raised by some that the absence of a pay progression mechanism could lead to inequalities in remuneration across the senior manager population over time and the potential for equal pay claims.

6.1.3 Process for Implementation, Timescale and Appeal Process

A few managers sought clarification regarding the process that would be implemented in relation to the evaluation and scoring of their posts and the determination of their salary and questioned the degree of input they would have to this process.

They felt it was important that the process of writing and agreeing their job description was collaborative, with managers having the opportunity to comment on their job description before it is submitted for external evaluation by Hay.

Managers also wanted to understand whether they would have the opportunity to contest the outcome of the job evaluation process through an appeal process and if so, how this process would work.

Many managers enquired about the 'effective date' for the implementation of the revised pay scale, if it is adopted, and wanted to understand when any change of pay would be applied.

6.1.4 Pay Protection

A number of managers queried whether pay protection would apply to any decrease in pay as a result of the job evaluation process / implementation of the revised pay scale and if so, the terms of any such protection.

6.1.5 Comparative Benchmark Data

A few managers commented that they thought benchmarking should have been against a local government comparator only. They were not convinced that not-for-profit organisations were a relevant comparator group and were concerned that the inclusion of this sector would result in a lowering of the market median on the pay scale.

6.1.6 Impact of Pay Structure on Lower Pay Bands

Some managers were concerned that the savings that had been committed to through the senior management restructure would be achieved through efficiency savings and a decrease in the lower salary bands on the proposed pay scale, with less impact on the pay bands for more senior staff.

6.1.7 Communication

Managers appreciated the transparency provided through the consultation document, whereby details of the Hay point scores and salary bands was shared. Many noted that this information had not been widely available previously.

7. RESPONSE TO CONSULTATION

7.1 As a result of the constructive feedback received from senior managers during the consultation, the Chief Executive has decided to put forward the following proposals for Employment Committee's consideration:

- Employment Committee is asked to approve the implementation of the proposed pay scale based upon the market median (50th percentile) with a band width of +/-10%.
- As where an individual sits on the pay band is not determined by the title of their post but by the points awarded through the job evaluation process, it is proposed that the designations of 'Chief Executive', 'Director 1 – 3' and 'Head of Service 1 – 3' are removed from the pay bands and replaced with a numerical system (i.e. pay band 1 – 7).
- In response to concerns raised by senior managers that once assigned to a pay point within a pay band, there is no opportunity within the proposed pay structure for pay to be reviewed (unless there is a change of role resulting in a re-evaluation), it is recommended that work is undertaken to develop a progression-related pay mechanism for senior managers.

Should Employment Committee approve this recommendation, a proposal will be developed and submitted to Employment Committee, providing details of the proposed pay progression scheme and its operation. Approval would be sought from Employment Committee at this stage to commence consultation with senior managers on the proposal.

It is anticipated that any such scheme would be based upon performance (assessed through the individual's annual Performance Development Review) and that the PDR form would be shared with Employment Committee, to assist in their determination of any award.

- It is proposed that Employment Committee considers awarding pay protection to senior managers, whose salary decreases following the implementation of the revised pay scale and job evaluation process, on the same terms as set out in the Council's Redundancy Policy i.e. 12 months full pay and 6 months half pay.
- In response to queries from senior managers about the applicable process for appealing the outcome of job evaluations, a Senior Manager Job Evaluation Appeal Process has been developed (Annex 3, Page 24).

It is recommended that Employment Committee approves the implementation of this process, to ensure that all appeals are dealt with in a consistent, fair and transparent manner.

- To ensure a consistent and demonstrable approach to allocating salaries within pay bands, it is proposed that Employment Committee approves the Guidance document (Annex 4), which has been designed by the Hay Group for Peterborough City Council based upon good practice for public sector organisations.
- It is also recommended that Employment Committee agrees in principle a consistent approach to the allocation of job titles for senior managers, whereby Tier 1 posts are designated as Executive Director or Director, Tier 2 posts are designated as Assistant Director and Tier 3 posts have a title which reflects the role undertaken e.g. Service Manager / Head of Service. This suggested approach to job titles will ensure transparency across the Council in relation to our senior managers and should assist our customers and partners in identifying levels of responsibility within the organisation.

8. IMPLICATIONS

- 8.1 If the revised pay scale is implemented and all senior manager salaries are reviewed following the evaluation of the applicable job description, it is inevitable that there will be some upward and downward movement in relation to salaries for individuals.

Those managers who take on additional responsibilities as a result of changes in the organisation are likely to see an increase in pay. Others may experience a decrease in pay as a result of adjustments to the proposed pay scale to reflect market conditions and/or a change in point score for their re-evaluated post.

- 8.2 To ensure the independence and integrity of the job evaluation process, job descriptions for senior managers will be reviewed and evaluated externally by Hay to determine the applicable salary band. Senior managers will have the opportunity to contribute to and agree their job description before it is submitted for evaluation, to ensure that it is accurate and reflects the responsibilities and accountabilities of the role. (The Senior Manager Job Evaluation Process is set out in Annex 3, Page 23.)
- 8.3 The implementation of the proposed Senior Manager Job Evaluation Appeal Process (Annex 3) will ensure that all senior managers have the opportunity to formally appeal their job evaluation outcome. This is an important part of the process, as the score allocated during the job evaluation process determines the applicable salary band. Given the technical expertise of the Hay consultants and the rigour of their evaluation process, any appeal will ultimately centre on the job description accuracy and organisational context rather than the technical scoring.

- 8.4 Once the job evaluation outcome is agreed and the salary band identified, salaries will be set in accordance with the Guidance document (Annex 4). The adoption of the Guidance document will promote a consistent, transparent and defensible framework for determining senior manager pay.
- 8.5 Salaries for Tier 1 and Tier 2 posts within the organisation will be set by Employment Committee. Salaries for all other senior managers will be approved by the Chief Executive. The Chief Executive's oversight of setting salaries for all senior managers will further aid consistency and comparability of salaries across the Council.
- 8.6 Senior managers who wish to contest the salary allocated within the relevant pay band following the job evaluation process will have the opportunity to raise a grievance under the Council's Grievance Policy.
- 8.7 The development of a pay progression mechanism proposal will enable Peterborough City Council to recognise the skills and experience, which post holders develop in post and which contribute to improved performance.

A pay progression mechanism should also minimise the potential for equal pay claims, which might otherwise develop in a static pay system over time.

9. FINANCIAL IMPLICATIONS

- 9.1 In any pay review there will be winners and losers however no significant financial implications are expected from the implementation of the proposed pay scale. The implementation of the senior management restructure and a voluntary redundancy exercise has already led to the deletion of six senior management posts, resulting in a saving of £687,553 over the last year on senior manager salaries. It is anticipated that a second phase of restructuring will lead to further savings.

10. CONSULTATION

- 10.1 The consultation process has been set out in Section 5. Individual consultation has taken place for 30 days with each senior manager impacted by the proposal to revise the Senior Management Pay Scale in accordance with Council policies.
- 10.2 Senior managers who are subject to alternative terms and conditions (e.g. Agenda for Change / Soulbury) were excluded from this consultation exercise, as no change has been proposed to their remuneration.
- 10.3 Senior managers will be advised of the outcome of the consultation process once Employment Committee has reached a decision regarding the implementation of the proposed pay scale and the other recommendations.

11. ANTICIPATED OUTCOMES

- 11.1 If the proposals suggested in this paper are adopted, Peterborough City Council will have a senior management pay scheme, which:
- Is based on a pay scale which has been properly tested against the market and reflects market conditions across the local government and not-for-profit sectors.
 - Promotes public accountability, transparency, fairness, consistency and equality in our job evaluation and remuneration processes for senior managers.
 - Promotes pay progression based on evidenced performance linked to an individual's annual Performance Development Review and which is subject to oversight by elected members.

- Aids the recruitment and retention of high-calibre staff, whilst enabling budgetary control in difficult financial circumstances.
- Ensures senior managers are remunerated fairly but are not compensated above the market rate for equivalent roles.

12. REASONS FOR RECOMMENDATIONS

- 12.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent whilst ensuring that pay for senior managers is competitive, that the pay scales allow flexibility when recruiting and retaining staff and that there is an equitable and transparent process for determining senior management pay.

13. ALTERNATIVE OPTIONS CONSIDERED

- 13.1 One option considered was to continue to use the existing senior manager pay scale without making any changes. However the Council is aware that the current pay structure for senior managers is out of date and does not reflect market conditions, which means that it does not provide an effective means of determining remuneration. In particular, the rigid structure of five pay points within each current pay band does not provide the Council with flexibility to align pay with the skills and experience of senior managers. These factors mean that there is a significant risk of equal pay issues within the existing pay scale.

- 13.2 Consideration was also given as to whether designing the pay scale around the 50th percentile with a band width of +/- 10% was the most appropriate position for Peterborough City Council. It was determined however that the proposed positioning around the market median would allow sufficient flexibility for the Council to attract candidates without creating a model which would be financially unsustainable in the current economic climate, if based on a higher percentile point.

14. BACKGROUND DOCUMENTS

- 14.1 In accordance with the Local Government (Access to Information) Act 1985, background papers used in the preparation of this report were:-

- Peterborough City Council Pay Policy Statement 2013/14
- Peterborough City Council Redundancy Policy
- Peterborough City Council Grievance Policy

- 14.2 The individual consultation responses referred to in this report are the result of personal and confidential correspondence between senior managers, Human Resources and the Chief Executive.

There is no obligation to disclose those responses in this section as they disclose exempt information, that is, information relating to, or likely to reveal the identity of an individual. As these are background documents, and not a part of the report, there is no obligation to include them in an exempt report – paragraph 8.1.2 of the Constitution – Access to Information rules – applies.

15. ANNEXES

- Annex 1: Employment Committee Report
(Proposal to Review Senior Manager Pay Scale)
- Annex 2: Senior Manager Pay Scale Consultation (18 October 2013)

- Annex 3: Feedback re Senior Manager Pay Scale Consultation
(Including Senior Manager Job Evaluation Appeal Process)
- Annex 4: Guidance re Setting Senior Manager Salaries

ANNEX 1

**EMPLOYMENT COMMITTEE REPORT
PROPOSAL TO REVIEW SENIOR MANAGER PAY SCALE
11 OCTOBER 2013**

EMPLOYMENT COMMITTEE	
11 October 2013	

Contact Officer(s):	Mike Kealey, Advisor to HR	Tel. (01733) 384500
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PROPOSAL TO REVIEW THE SENIOR MANAGER PAY SCALE

R E C O M M E N D A T I O N S	
FROM : Advisor to HR	
It is recommended that Employment Committee agrees to commence consultation with senior managers regarding the implementation of a revised Senior Manager Pay Scale.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Employment Committee following a review of the senior management structure at Peterborough City Council undertaken by the Chief Executive. During this review it became apparent that the existing pay scales for senior managers had not been reviewed for a number of years and were therefore out of date.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to present the proposed changes to the Senior Manager Pay Scale and seek Employment Committee’s permission to commence consultation on these proposals with senior managers.
- 2.2 This report is for the Committee to consider under its Terms of Reference No. 2.3.1.4 ‘To determine local terms and conditions of employment for employees’.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. BACKGROUND

4.1 Existing Pay Structures

- 4.1.1 To ensure a fair and consistent approach to the grading and remuneration of posts, the Council operates a pay framework, with the grade for each post being determined by a job evaluation process and the pay for each post being determined by the appropriate pay band for that grade.
- 4.1.2 For posts which fall within NJC terms and conditions (generally those posts below Head of Service level), the Council applies the single status scheme. This bespoke scheme was developed specifically for local government and was implemented in 2008. The scheme is able to differentiate between manual, administrative, professional, technical and clerical jobs through the application of factors.

- 4.1.3 A formal job evaluation process is applied to NJC posts and outcomes are assessed by a Job Evaluation Panel, consisting of representatives from the business and from the trade unions. Once assigned to a grade, individuals will increment upwards by one spinal column point on 1 April annually, until they reach the top of the grade.
- 4.1.4 NJC pay scales are subject to national negotiations and a 1% increase was applied for 2013/14, backdated to 1 April 2013. The current maximum salary on this pay scale is £52,424, which equates to the highest spinal column point (SCP 60) within Grade 15.
- 4.1.5 For senior posts within the authority, the Council has an agreed Senior Management Pay Scale (Appendix 1), which has been in place for a number of years. The pay scale and bands within this have not been reviewed since implementation although nationally agreed pay increases have been applied, in line with the Council's Pay Policy. The last increase agreed by the Joint Negotiating Committee for Chief Officers was applied in 2008. No pay increases have been applied to the Council's Senior Manager Pay Scale since this date.
- 4.1.6 The current Senior Manager Pay Scale ranges from £55,375 to a maximum of £121,192 (excluding the Chief Executive pay point). There are 5 salary bands, with 5 spinal column points (SCP) within each band. These bands are known as Director 1 (SCP 21 – 25), Director 2 (SCP 16 – 20), Head of Service 1 (SCP 11 – 15), Head of Service 2 (SCP 6 – 10) and Head of Service 3 (SCP 1 – 5). There are 2 further spinal column points on the pay scale; SCP 26 (Chief Executive) and SCP 27. SCP 27 relates to an additional remuneration point of £118,890, which in practice has not been utilised for some time.
- 4.1.7 Posts which sit on the Senior Manager Pay Scale are evaluated using the Hay Group Evaluation Method, as detailed in the 'Job Description' paper submitted to Employment Committee on 11 October 2013. As a result of this evaluation process, each post is allocated a point score which corresponds with one of the pay bands on the Senior Manager Pay Scale.
- 4.1.8 Upon appointment to a senior manager post, the successful candidate will be given a spot salary which relates to one of the spinal column points within the relevant band. In determining the applicable spinal column point, consideration will be given to prevailing market conditions and the level of skill and experience the candidate brings to the role.
- 4.1.9 Once a spot salary for the post has been allocated, no further increase will be applied unless the post holder changes role or undertakes additional responsibilities, which cause the role to be re-evaluated. There is no automatic, incremental progression through spinal column points on the Senior Manager Pay Scale.

5. REVIEW OF SENIOR MANAGER PAY SCALE

5.1 Reasons for Reviewing the Pay Scale

- 5.1.1 As part of the recent review of the senior management structure at Peterborough City Council it was recognised that in addition to revising job descriptions, consideration needed to be given as to whether the existing pay scale was still fit for purpose.
- 5.1.2 Over the past few years local government has changed radically, partly due to the austerity measures of government and partly through adopting new ways of working. This Council is no exception and many of our services are now provided externally. As a result the market for local government has changed and a review of pay scales needs to take this into account.

- 5.1.3 In addition, evidence from recent recruitment campaigns has suggested that the existing pay scale does not have sufficient flexibility to attract and retain high calibre candidates for the most senior posts within the Council. Although market supplements are available as an alternative method of increasing pay in these situations, in practice they are not an effective recruitment tool when competing for high demand candidates with specialist skills sets. As a result, the Council has in some cases had to step outside the existing pay scale banding in order to secure several high profile and critical posts within the authority, predominantly within Children's Services.
- 5.1.4 Given the need to control employment costs in line with budgetary requirements and taking into account the factors above, it was felt that reviewing senior manager pay was essential to ensuring salaries properly reflect the current market conditions in which recruitment takes place and in which local government now operates.

5.2 Process for Reviewing Senior Manager Pay Scale

- 5.2.1 The Hay Group were engaged to assist Peterborough City Council in reviewing and revising the pay scales for senior managers with the aim of creating a pay scale that reflects the needs of the Council and is competitive when benchmarked against comparator organisations.
- 5.2.2 By engaging Hay Group to undertake this review, Peterborough City Council has been able to ensure the independence and impartiality of the review process, which has been conducted by experts in this field. In addition, it has enabled access to benchmarking information, with guidance being provided to explain how roles of equivalent value to those at the Council are remunerated in the wider market place.
- 5.2.3 Before a revised pay scale could be produced and benchmark data reviewed, discussions took place between the Hay consultants, the Chief Executive and the Head of HR to consider the reward strategy, which would form the basis for the pay scales.
- 5.2.4 Once a reward strategy had been agreed, the Hay Group produced a set of revised pay scales, which have been determined in accordance with the reward strategy.
- 5.2.5 Care has been taken throughout this process to ensure that the Chief Executive has not had any involvement in the process relating to her own post. The Hay Group consultants were advised at the commencement of the process that salary data relating to the Chief Executive post could not be shared with the Chief Executive, including the proposed salary range for this post. Any such discussions which were required took place with the Head of HR only.
- 5.2.6 To ensure complete transparency and avoid any potential conflict, the data for the Chief Executive range has therefore been provided separately in Appendix 3. It is recommended that any discussion in relation to the proposed remuneration range for the Chief Executive should be undertaken without the Chief Executive present. The Advisor to HR, Mike Kealey, will be available to assist Employment Committee in this matter.

6 REWARD STRATEGY FOR SENIOR MANAGERS

6.1 Pay Philosophy

- 6.1.1 In order to create a new pay structure which is fit for purpose, consideration had to be given to the Council's preferred philosophy for pay for senior managers. Although individuals are attracted, retained and engaged by a range of both financial and non-financial rewards it was recognised that salary plays a significant factor.

6.1.2 It was therefore felt that the Council needs a transparent reward strategy in relation to pay for senior managers, which will:

- Enable the Council to manage pay costs at a senior level.
- Be a valuable communication tool in terms of demonstrating to existing or potential staff how their contribution will be rewarded, aiding staff recruitment and retention.
- Ensure internal fairness and equity in relation to pay for senior managers.

6.2 Market Position

6.2.1 Consideration also had to be given to the preferred market position used to set pay levels for senior managers. Due to its location and the nature of work undertaken, Peterborough City Council competes nationally for candidates and therefore needs to set a salary scale which allows for national rather than just regional influences.

6.2.2 As a medium-sized, unitary authority, Peterborough City Council needs to attract candidates from both the public and private sector with the skills and experience required to deliver its agenda. In addition, staff at Peterborough City Council will be attractive to private sector employers, who will seek to take advantage of their skill sets.

6.2.3 Taking into account the Council's recruitment and retention requirements, it was identified that the appropriate market position was a blended one, based upon a local government median with sufficient band width to respond to market conditions i.e. the market median with a band width of +10% and –10%.

6.2.4 To determine what the market median should be, detailed market analysis was required to ensure that Peterborough City Council is targeting its resources effectively and that it is neither overpaying nor underpaying for posts which are of an equivalent size in the wider economy and in local government.

6.3 Comparator Data for Benchmarking

6.3.1 Given the market position set out above, it was felt that benchmarking against two data sets was required:

- Benchmark data at the 25th, 50th and 75th percentile from other public sector and not-for-profit organisations (i.e. excluding the private sector).
- Benchmark data at the 25th, 50th and 75th percentile from a broad range of private sector, public sector and not-for-profit organisations. It was agreed that financial services data should be excluded from this benchmarking exercise, as this might otherwise artificially inflate the data.

6.3.2 Please refer to Appendix 2 (A), which provides the market data for jobs of equivalent size to those on the senior management pay scale at Peterborough City Council using benchmarking information from other public sector and not-for-profit organisations. The data is valid as at April 2013 and has been provided by the Hay Group. The data compares base salary only.

6.3.3 Please refer to Appendix 2 (B), which provides the market data for jobs of equivalent size to those on the senior management pay scale at Peterborough City Council using benchmarking information from private sector, public sector and not-for-profit organisations (excluding financial services). The data is valid as at July 2013 and has been provided by the Hay Group. The data compares base salary only.

6.3.4 The benchmark data for the post of Chief Executive can be found separately in Appendix 3.

6.3.5 Having carefully considered the benchmark data, it is proposed that the most appropriate comparator group for the revised Peterborough City Council Senior Manager Pay Scale is the public sector and not-for-profit data set.

7. PROPOSED SENIOR MANAGER PAY SCALE

7.1 Based on the pay philosophy and market position set out in this report, the revised Senior Manager Pay Scale is provided underneath for Employment Committee's consideration:

PAY BAND	HAY EVALUATION POINT RANGE	MEDIAN + 10 %	50 th PERCENTILE / MARKET MEDIAN	MEDIAN -10 %
Director 1	1508 - 1800	£155,240	£141,127	£127,014
Director 2	1261 - 1507	£126,880	£115,345	£103,811
Director 3	1056 - 1260	£104,500	£95,000	£85,500
Head of Service 1	880 - 1055	£90,135	£81,941	£73,747
Head of Service 2	735 - 879	£77,237	£70,215	£63,194
Head of Service 3	614 - 734	£65,137	£59,215	£53,294

7.2 The current Senior Manager Pay Scale, as set out in paragraph 4.1.6, ranges from £55,375 to a maximum of £121,192. The equivalent pay scale proposed under this review ranges from £53,294 to £126,880. There is an additional pay band recommended, 'Director 1', which may be used for one post at Executive Director level in order to reflect the additional responsibilities taken on since the last review of salaries and as a result of this current senior management restructure.

7.3 The proposed pay scale does not recommend the use of spinal column points within each pay band, so salary for senior managers will no longer relate to a rigid pay point within the band.

7.4 Instead a +/- 10% pay band has been created around the market median. This will allow greater flexibility to adjust for market conditions or to recognise the knowledge, skills and experience of the candidate when setting remuneration within the applicable pay band. It also creates the potential for savings, as currently there are significant pay jumps between spinal column points, which reduces the ability to control costs when setting pay.

- 7.5 The relevant pay band for a post will still be determined by the point score for that post. The point score will be determined through the application of the Hay Group Job Evaluation Method and the evaluations will be undertaken externally and independently by trained Hay Group consultants. This process will ensure the accuracy of the evaluation process, so that the Council can be confident in the validity of the pay process for senior managers.
- 7.6 Salaries will be spot salaries and there is no opportunity for incremental pay progression within the pay scale.
- 7.7 The Chief Executive has the delegation to set pay for those senior manager posts, which are not dealt with by Employment Committee. This will ensure that the Chief Executive has oversight of all pay recommendations at this level and this oversight will provide an internal mechanism to ensure that pay for senior managers is determined in accordance with the Council's Pay Policy, pay philosophy and desired market positioning.
- 7.8 Please refer to Appendix 3 for the proposed pay scale for the Chief Executive post.

8. IMPLICATIONS

- 8.1 It is inevitable in any review of senior manager salaries that there will be some upward and downward movement in relation to salaries for individuals. Those managers who take on additional responsibilities as a result of changes in the organisation are likely to see an increase in pay. Others may experience a decrease in pay as a result of adjustments to the proposed pay scale to reflect market conditions.
- 8.2 Pay for all senior managers will need to be reviewed against the revised pay scale, if it is adopted. To facilitate this process, job descriptions will be reviewed and evaluated externally by Hay to determine the applicable salary band.
- 8.3 The revised pay scale will provide the Council with a framework for allocating pay equitably and transparently and minimising the risk of equal pay claims.

9. CONSULTATION

- 9.1 No unions are recognised for collective bargaining purposes for senior managers. It is therefore proposed that individual consultation is undertaken with each senior manager impacted by the proposal to revise the Senior Management Pay Scale. Consultation will take place for a period of no less than 30 days.
- 9.2 Senior managers who are subject to alternative terms and conditions (e.g. Agenda for Change / Soulbury) will not be included in this consultation exercise, as no change is proposed to their remuneration.
- 9.3 At the end of the consultation period, the proposal will return to Employment Committee for their consideration and a decision regarding implementation of the new pay scale.

10. ANTICIPATED OUTCOMES

- 10.1 If Employment Committee approves the recommendation to consult with senior managers, it is anticipated that consultation will commence in October 2013. A further paper will be submitted to Employment Committee following the closure of the consultation period, detailing the response to consultation and enabling Employment Committee to reach a decision regarding the implementation of the revised pay scale.
- 10.2 If the revised pay scale is adopted, Peterborough City Council will be reassured that it has a clear and effective pay scale to remunerate senior managers.

- 10.3 It is anticipated that the adoption of the revised pay scale will aid the recruitment and retention of high-calibre staff at Peterborough City Council, whilst ensuring budgetary control in difficult financial circumstances.

11. REASONS FOR RECOMMENDATIONS

- 11.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent whilst ensuring that pay for senior managers is competitive, that the pay scales allow flexibility when recruiting and retaining staff and that there is an equitable and transparent process for determining senior management pay.

12. ALTERNATIVE OPTIONS CONSIDERED

- 12.1 One option considered was not to make any changes to the existing Senior Manager Pay Scale however the Council has had to step outside the existing pay scale to make appointments and therefore the overall credibility and validity of the existing pay scale has already been undermined. Although salaries externally have been adjusting downwards as a result of economic austerity, the internal pay scale for senior managers had not been reviewed in recent years in light of this. Given the significant budgetary pressures and the redundancies at other levels within the organisation, it was considered appropriate that the pay mechanism for senior managers should be reviewed to ensure that staff are remunerated fairly but are not compensated above the market rate for equivalent roles.
- 12.2 Consideration was given as to whether Hay was the most appropriate method for determining the 'value' of senior manager roles and the Local Government Association evaluation scheme was reviewed as an alternative. It was felt however that the expertise provided by the Hay group and their access to data across all sectors in the economy provided a sound basis for evaluation and benchmarking. It was also considered that this enabled consistency in the evaluation process, with the Hay evaluation mechanism already being recognised in the Council's Pay Policy.
- 12.3 Consideration was given as to whether a more complex reward system should be proposed, introducing performance related pay elements to total reward. It was felt that given the significant change and restructuring proposed within the Council as a result of the senior management restructure, it was not the appropriate time to introduce such a scheme.

13. BACKGROUND DOCUMENTS

- 13.1 Peterborough City Council Pay Policy Statement 2013/14

14. APPENDICES

- Appendix 1: Current Senior Manager Pay Scale
- Appendix 2: Benchmarking Data (Excluding Chief Executive)
- Appendix 3: Chief Executive Data

APPENDIX 1: CURRENT SENIOR MANAGER PAY SCALE

Senior Management Pay Scale			
Spinal Column Pt	Annual Salary	Pay Band	Hay Point Score
01	£55,375	Head of Service 3	614 - 734
02	£59,914		
03	£63,451		
04	£67,741		
05	£72,027		
06	£61,200	Head of Service 2	735 - 879
07	£63,927		
08	£68,988		
09	£74,314		
10	£80,031		
11	£66,311	Head of Service 1	880 - 1055
12	£74,314		
13	£78,317		
14	£84,317		
15	£90,323		
16	£84,607	Director 2	1056 – 1260
17	£91,067		
18	£94,893		
19	£100,039		
20	£105,186		
21	£91,463	Director 1	1261 - 1507
22	£98,925		
23	£108,616		
24	£114,329		
25	£121,192		
26	£166,105	Chief Executive	
27	£118,890	Director	

APPENDIX 2: BENCHMARK DATA (EXCLUDING CHIEF EXECUTIVE)

A. BENCHMARK DATA (PUBLIC SECTOR AND NOT-FOR-PROFIT)

Base Salary			
Grade (Hay Point Range)	75 th Percentile	50 th Percentile	25 th Percentile
Director 1 (1508 – 1800)	£162,373	£141,127	£131,394
Director 2 (1261 - 1507)	£129,497	£115,345	£103,475
Director 3 (1056 - 1260)	£106,478	£95,000	£85,364
Head of Service 1 (880 - 1055)	£92,002	£81,941	£72,525
Head of Service 2 (735 - 879)	£79,008	£70,215	£63,831
Head of Service 3 (614 - 734)	£66,500	£59,215	£54,422

B. BENCHMARK DATA (PRIVATE SECTOR, PUBLIC SECTOR AND NOT-FOR-PROFIT)

Base Salary			
Grade (Hay Point Range)	75 th Percentile	50 th Percentile	25 th Percentile
Director 1 (1508 – 1800)	£199,079	£168,625	£140,049
Director 2 (1261 - 1507)	£162,326	£135,000	£117,362
Director 3 (1056 - 1260)	£135,600	£113,911	£96,533
Head of Service 1 (880 - 1055)	£114,218	£94,669	£81,818
Head of Service 2 (735 - 879)	£94,016	£79,035	£69,522
Head of Service 3 (614 - 734)	£78,519	£66,428	£57,501

APPENDIX 3: CHIEF EXECUTIVE (BENCHMARK DATA AND PAY RANGE)

A. BENCHMARK DATA (PUBLIC SECTOR AND NOT-FOR-PROFIT)

Base Salary			
Grade (Hay Point Range)	75th Percentile	50th Percentile	25th Percentile
Chief Executive (1801 – 2140)	£208,600	£170,000	£137,107

A. BENCHMARK DATA (PRIVATE SECTOR, PUBLIC SECTOR AND NOT-FOR-PROFIT)

Base Salary			
Grade (Hay Point Range)	75th Percentile	50th Percentile	25th Percentile
Chief Executive (1801 – 2140)	£256,113	£201,928	£163,370

B. PROPOSED CHIEF EXECUTIVE SALARY RANGE

Base Salary			
Grade (Hay Point Range)	Median +10%	50th Percentile (Market Median)	Median -10%
Chief Executive (1801 – 2140)	£187,000	£170,000	£153,000

ANNEX 2

SENIOR MANAGER PAY SCALE CONSULTATION

18 OCTOBER 2013

Senior Manager Pay Scale Consultation

Formal Consultation Paper
for Senior Managers at Peterborough City Council

18 October 2013

1. INTRODUCTION AND BACKGROUND

1.1 This document forms the basis of consultation on the proposal to revise the senior management pay scale at Peterborough City Council. It provides details relating to the existing pay scale for senior managers and the proposed changes to this pay scale. It sets out the process and timetable for consultation and the mechanism by which feedback can be provided on the proposal.

1.2 Existing Pay Scale

1.2.1 The existing pay scale for senior managers whose roles are evaluated using the Hay Group Evaluation Method is provided in Appendix 1.

1.2.2 As a result of the application of the Hay job evaluation process, each post is allocated a point score which corresponds with one of the pay bands on the Senior Manager Pay Scale.

1.2.3 Upon appointment to a senior manager post, the successful candidate will be given a spot salary which relates to one of the spinal column points within the relevant band. In determining the applicable spinal column point, consideration will be given to prevailing market conditions and the level of skill and experience the candidate brings to the role.

1.2.4 Once a spot salary for the post has been allocated, no further increase will be applied unless the post holder changes role or undertakes additional responsibilities, which cause the role to be re-evaluated.

1.2.5 There is no automatic, incremental progression through spinal column points on the existing Senior Manager Pay Scale.

1.3 Reasons for Reviewing the Pay Scale

1.3.1 As part of the recent review of the senior management structure at Peterborough City Council it was recognised that in addition to revising job descriptions, consideration needed to be given as to whether the existing pay scale was still fit for purpose.

1.3.2 The existing senior manager pay scale and bands have not been reviewed since implementation although nationally agreed pay increases have been applied, in line with the Council's Pay Policy. The last increase agreed by the Joint Negotiating Committee for Chief Officers was applied in 2008. No pay increases have been applied to the Council's Senior Manager Pay Scale since this date.

1.3.3 Over the past few years local government has changed radically, partly due to the austerity measures of government and partly through adopting new ways of working. This Council is no exception and many of our services are now provided externally. As a result the job's market for local government has changed and a review of pay scales needs to take this into account.

1.3.4 In addition, evidence from recent recruitment campaigns has suggested that the existing pay scale does not have sufficient flexibility to attract and retain high calibre candidates for the most senior posts within the Council. As a result, the Council has in some cases had to step outside the existing pay scale banding in order to secure several high profile and critical posts within the authority.

1.3.5 Given the need to control employment costs in line with budgetary requirements and taking into account the factors above, it was felt that reviewing senior manager pay was essential to ensuring salaries properly reflect the current market conditions in which recruitment takes place and in which local government now operates.

1.4 Process for Reviewing Senior Manager Pay Scale

- 1.4.1 The Hay Group were engaged to assist Peterborough City Council in reviewing and revising the pay scales for senior managers with the aim of creating a pay scale that reflects the needs of the Council and is competitive when benchmarked against comparator organisations.
- 1.4.2 By engaging Hay Group to undertake this review, Peterborough City Council has been able to ensure the independence and impartiality of the review process, which has been conducted by experts in this field.
- 1.4.3 In addition, it has enabled access to benchmarking information, with guidance being provided to explain how roles of equivalent value to those at the Council are remunerated in the wider market place. Benchmarking was undertaken against the local government and not-for-profit sectors as well as against the private sector (excluding financial services).
- 1.4.4 Furthermore it has assisted the Council in proposing a pay structure which will enable internal fairness and equity in relation to pay for senior managers.

2. PROPOSED SENIOR MANAGER PAY SCALE

- 2.1 The revised Senior Manager Pay Scale which is proposed for consultation is set out underneath:

PAY BAND	HAY EVALUATION POINT RANGE	MEDIAN + 10 %	50 th PERCENTILE / MARKET MEDIAN	MEDIAN -10 %
Director 1	1508 - 1800	£155,240	£141,127	£127,014
Director 2	1261 - 1507	£126,880	£115,345	£103,811
Director 3	1056 - 1260	£104,500	£95,000	£85,500
Head of Service 1	880 - 1055	£90,135	£81,941	£73,747
Head of Service 2	735 - 879	£77,237	£70,215	£63,194
Head of Service 3	614 - 734	£65,137	£59,215	£53,294

- 2.2 The proposed pay scale is based upon a local government market median with sufficient band width to respond to market conditions i.e. a local government market median with a band width of +10% and -10%.
- 2.3 The current Senior Manager Pay Scale (Appendix 1) ranges from £55,375 to a maximum of £121,192. The equivalent pay scale proposed under this review ranges from £53,294 to £126,880.
- 2.4 There is an additional pay band recommended, 'Director 1', which will not be widely used but will provide the flexibility to recognise specific roles with significant responsibilities within the Council.

- 2.5 The proposed pay scale does not recommend the use of spinal column points within each pay band, so salary for senior managers will no longer relate to a rigid pay point within the band.
- 2.6 Instead a + / - 10% pay band has been created around the market median. This will allow greater flexibility to adjust for market conditions or to recognise the knowledge, skills and experience of the candidate when setting remuneration within the applicable pay band.
- 2.7 The relevant pay band for a post will still be determined by the point score for that post. The point score will be determined through the application of the Hay Group Job Evaluation Method and the evaluations will be undertaken externally and independently by trained Hay Group consultants.
- 2.8 Salaries will be spot salaries and there will be no opportunity for incremental pay progression within the pay scale.

3. IMPLICATIONS

- 3.1 It is inevitable in any review of senior manager salaries that there will be some upward and downward movement in relation to salaries for individuals. Those managers who take on additional responsibilities as a result of changes in the organisation are likely to see an increase in pay. Others may experience a decrease in pay as a result of adjustments to the proposed pay scale to reflect market conditions.
- 3.2 Pay for all senior managers will need to be reviewed against the revised pay scale, if it is adopted. To facilitate this process, job descriptions will be reviewed and evaluated externally by Hay to determine the applicable salary band.
- 3.3 Until an individual's job description has been reviewed and evaluated externally by Hay, it is impossible to determine what the point score and corresponding pay band will be. The job evaluation process for all senior management posts will be conducted over the coming months.

4. CONSULTATION PROCESS

- 4.1 Employment Committee reviewed the proposal to revise the senior manager pay scale on 11 October 2013 and has given its approval for consultation to be undertaken with senior managers.
- 4.2 No unions are recognised for collective bargaining purposes for senior managers however the Joint Consultative Forum has been advised of the proposal.
- 4.3 Individual consultation with each senior manager impacted by the proposal to revise the Senior Management Pay Scale will commence on 18 October 2013 for a period of no less than 30 days. Please refer to Appendix 2 for the proposed consultation timetable.
- 4.4 Senior managers who are subject to alternative terms and conditions (e.g. Agenda for Change / Soulbury) will not be included in this consultation exercise, as no change is proposed to their remuneration.
- 4.5 No action will be taken until full and meaningful consultation with affected staff has taken place and Employment Committee has had the opportunity to review the response to consultation and reach a decision.
- 4.6 This document provides the basis for that consultation and we welcome and appreciate your views and comments on the proposal. We will consider and respond to all comments and views submitted during this consultation period. Please email your comments to: lyn.neely@peterborough.gov.uk.

APPENDIX 1: EXISTING SENIOR MANAGER PAY SCALE

Senior Management Pay Scale			
Spinal Column Point	Annual Salary	Pay Band	Hay Point Score
01	£55,375	Head of Service 3	614 - 734
02	£59,914		
03	£63,451		
04	£67,741		
05	£72,027		
06	£61,200	Head of Service 2	735 - 879
07	£63,927		
08	£68,988		
09	£74,314		
10	£80,031		
11	£66,311	Head of Service 1	880 - 1055
12	£74,314		
13	£78,317		
14	£84,317		
15	£90,323		
16	£84,607	Director 2	1056 – 1260
17	£91,067		
18	£94,893		
19	£100,039		
20	£105,186		
21	£91,463	Director 1	1261 - 1507
22	£98,925		
23	£108,616		
24	£114,329		
25	£121,192		
26	£166,105	Chief Executive	
27	£118,890	Director	

APPENDIX 2: CONSULTATION TIMETABLE

DATE	ACTION
11 October 2013	Proposals submitted to Employment Committee seeking agreement to commence consultation with senior managers regarding a revised senior manager pay scale for staff remunerated on Hay.
17 October 2013	Although no trade unions are recognised for collective bargaining purposes for senior managers, proposal is shared with Joint Consultative Forum for their information.
18 October 2013	Letter issued to all senior managers to commence 30-day consultation period. Consultation paper includes existing and proposed senior manager pay scales.
21 October – 18 November 2013	Senior managers have opportunity to submit feedback on the proposal, pose any questions or have a 1:1 meeting. (Requests for a 1:1 meeting should be submitted before 1 November 2013).
18 November 2013	Proposed end of consultation period. Once consultation closes, responses will be collated for consideration by Employment Committee.
W/c 25 November 2013	Employment Committee meets to consider response to consultation and determine whether revised pay scale should be implemented. Once a decision has been reached, this will be communicated to staff.

ANNEX 3

**FEEDBACK RE SENIOR MANAGER PAY SCALE
CONSULTATION**

(INCLUDING SENIOR MANAGER JOB EVALUATION APPEAL PROCESS)

Telephone: 01733 452300
E-Mail: gillian.beasley@peterborough.gov.uk
Please ask for: Gillian Beasley
Our Ref:
Your Ref:



Chief Executive's Office
Town Hall
Bridge Street
Peterborough
➤ PE1 1HL

PRIVATE & CONFIDENTIAL

➤

20 December 2013

➤

Dear Colleague

Feedback re Senior Manager Pay Scale Consultation

I wrote to you following the close of consultation on the senior manager pay scale to thank you for your feedback and to advise that I would write to you again to provide you with my thoughts and update you on the process.

Having had time to carefully consider your comments, I would like to set out my responses underneath to the common themes which emerged:

- Managers felt it was difficult to comment on the proposed pay scale without first understanding the impact on their own post i.e. what their job evaluation outcome would be, which pay band would be applicable and what salary they would be assigned. Managers suggested it would have been better to consult on the pay scale once the job evaluation process had been conducted.

I understand the points raised but I believe it is appropriate first of all to establish the basis of the pay structure before assigning individuals to it.

We will of course ensure that affected managers have every opportunity to contribute to their job evaluation under the Hay scheme through:

- i. *Their direct involvement in drafting and agreeing the content of the job description submitted for evaluation to Hay. (The attached document entitled Senior Manager Job Evaluation Process sets out in detail the process to be followed.)*
 - ii. *Having the opportunity to appeal the outcome of the evaluation, should it be necessary, in accordance with the proposed Senior Manager Job Evaluation Appeal Process (attached).*
- Managers were concerned that the consultation paper did not address whether, following the initial determination of salaries, there would be a process of regular review over time to ensure that salaries reflect the skills and experience developed over time in post. There was a concern that in the absence of a regular salary review mechanism, inequities could develop over time in senior manager salaries.

Under the existing senior management pay structure (Hay) there is of course no progression through the pay scale unless there is a change in responsibilities, which results in a re-evaluation of the role. However having listened to your feedback during the consultation process, I do acknowledge that some form of progression for senior manager salaries is required and I will be making that recommendation to Employment Committee. If Employment Committee agrees that I can introduce a progression scheme, I will consult with you all further on the content and operation of such a scheme.

- Managers wanted clarity on the process that would be applied to agree job descriptions and evaluate posts, whether there would be an appeal process if managers wished to contest job evaluation outcomes and also, how salaries would be assigned within the band width (i.e. what are the applicable criteria for determining an individual's salary within the band).

As noted above, the process for evaluating senior manager job descriptions has been attached to this letter. I would like to reassure you that managers will play a key role in drafting their job descriptions as it is important that the job description submitted to the Hay Group for evaluation accurately reflects the role undertaken and the needs of the service.

The proposed appeals process, which will be submitted to Employment Committee for their approval, has also been attached. It is however worth noting that given the technical expertise of Hay consultants and the rigour of their evaluation process, any appeal will ultimately centre on the job description accuracy and organisational context rather than the technical scoring. For this reason it is important that the job descriptions submitted are accurate and detailed and agreed with both the individual and their line manager.

With regards to the assignment of salaries within bands, guidance setting out the principles to be applied will be taken to Employment Committee for approval. Once approved, this will be shared with all senior managers to ensure transparency and consistency in the pay system for senior managers. I enclose a copy of the guidance provided by Hay consultants and if you have any comments on this, please contact Lyn Neely.

- Managers also wanted to know when the new pay scale would be implemented, if it is adopted by Employment Committee.

The new pay scale will become effective, as soon as it is agreed by Employment Committee however it will take several months for the job evaluation process for all senior manager posts to be undertaken. We believe this will be completed by 31 March 2014.

From the point the pay scale is agreed, anyone who applies for a new post or whose role changes as a result of organisational restructuring / business transformation, will have the salary for their new / revised post set on the new pay scale.

- Managers queried whether pay protection will be offered in the event that the new pay scale is adopted and salaries decrease following the job evaluation process. If pay protection is offered, managers wanted to know the terms and duration of any such protection.

Currently pay protection is only offered under the Council's Redundancy Policy. It will therefore be for Employment Committee to decide whether senior managers, whose salary decreases as a result of a job evaluation process, are awarded a measure of pay protection.

I will recommend that Employment Committee considers awarding pay protection for this senior manager review and pay review on the same basis as in the Council's Redundancy Policy i.e. 12 months full pay and 6 months half pay. You will appreciate however that this is a decision for Employment Committee.

- Managers noted that the consultation paper did not make it clear that the benchmark data on which the proposed pay scale was based included not-for-profit organisations as well as local government comparators. Also, managers felt that the benchmark data might have better validity if not-for-profit organisations were excluded, as they did not feel these organisations were relevant comparators. Ideally, managers would have liked to see the benchmark data for local government only.

To clarify, the comparator group adopted taking into account the advice from Hay, was a blended norm group of both local government and not-for-profit organisations. This norm group was deemed the most appropriate given vacancies across the Council are often

resourced from these sectors and that salary levels are comparable. The inclusion of the not-for-profit sector therefore provides a more accurate reflection of the marketplace and positively influences the pay scale that has been proposed as the not-for-profit sector pay data increased the benchmark data (on which our proposed pay scales are based), by 5%.

- Some managers felt that the proposed pay structure would have a more detrimental impact for those on 'Head of Service' pay bands rather than on 'Director' pay bands and queried why the pay scale had been designed in this manner. Some thought that the cost savings promised as part of the senior manager restructure would be achieved through the reduction of salaries for those at middle management rather than the most senior posts.

The proposed pay scale was designed by Hay using the benchmark data from the local government and not-for-profit sectors. I have decided to remove the assignation of 'Director' and 'Head of Service' and replace the pay bands with a numerical system (i.e. pay band 1, pay band 2 etc.) because where an individual sits on the pay band is not determined by the title of their post but by the points awarded through the evaluation process.

The pay bands therefore directly reflect the prevailing market conditions and the market rates for roles of equivalent value under the Hay evaluation system to those within Peterborough City Council.

- Feedback was also provided that managers had not been aware that the Council was considering a review of the pay structure for senior managers and they would have appreciated some indication of this, in advance of consultation commencing.

The consultation document for the senior management restructure made it clear that I intended to review pay and job descriptions for all senior managers. I would draw your attention to this document, which has been in the public domain for some time.

Now that consultation has closed and I have considered your feedback and provided you with my thoughts, the next step is to submit a paper to Employment Committee asking them to reach a decision on the following matters:

- The proposed senior manager pay scale.
- The recommendation regarding developing a progression-related pay mechanism for senior managers.
- The recommendation regarding job evaluation pay protection for senior managers posts.
- The proposed Senior Manager Job Evaluation Appeal Process.
- The proposed guidance document on assigning salaries within a pay band.

In reaching a decision, Employment Committee will carefully consider the feedback you have submitted through the consultation process. I am working with the Chairman of Employment Committee to identify a date in January 2014 for this meeting. I will write to you again, once I am able to provide you with an update however should you have any queries in the meantime, please do not hesitate to contact me directly.

Yours sincerely,

Gillian Beasley
Chief Executive

Senior Manager Job Evaluation Process

- Step 1:** Line Manager asks individual to update their job description to ensure that it accurately reflects the role undertaken. Line Manager provides a copy of the individual's existing job description (where available) for reference. Individual updates job description and submits to Line Manager within 1 week for verification.
- Step 2:** Once the job description is agreed with the Line Manager, Line Manager provides individual with standard Hay template for completion. Individual completes Hay template using information from the agreed job description and submits to Line Manager within 1 week for review and verification.
- Step 3:** Line Manager arranges meeting with individual within 1 week to discuss any queries and agree final version for submission for evaluation. Line Manager verifies all budgetary data with finance before meeting. Line Manager and individual sign to confirm agreement of completed Hay template.
- Step 4:** Line Manager ensures Director sign-off before submitting job evaluation and any supporting evidence to HR Business Partner.
- Step 5:** HR Business Partner submits job evaluation form to Hay (providing all data has been verified by Line Manager, finance and departmental Director) and confirms timeframe for completion to Line Manager and individual.
- Step 6:** If necessary, HR Business Partner will arrange a telephone call between the individual, the Line Manager and Hay Consultant to discuss any aspects of the role which may require further clarification.
- Step 7:** Evaluation outcome provided by Hay to HR Business Partner. Information disseminated to Line Manager, who will arrange a meeting with the individual to inform them of the outcome and right of appeal. Line Manager should document the discussion and provide the individual with a copy of the notes following the meeting.
- Step 8:** HR Business Partner writes to the individual to formally confirm job evaluation outcome, inform individual of their right of appeal and provide details of appeals process.

Senior Manager Job Evaluation Appeal Process

Step 1: An employee who wishes to submit an appeal against the grading of his/her job description must submit their appeal in writing to their Line Manager, within 2 weeks of receiving written confirmation of the outcome of the job evaluation process, setting out the grounds on which they are appealing.

Step 2: Informal Senior Manager Job Evaluation Appeal Process

Upon receipt of a job evaluation appeal, the Line Manager should notify their HR Business Partner and arrange an informal meeting with the individual and the HR Business Partner, normally within 3 days.

The individual may choose to be accompanied to the informal meeting by a colleague or trade union representative.

The purpose of the meeting is to understand the grounds of the appeal and determine whether the appeal can be resolved informally e.g. through further clarification / discussion with Hay to understand the scoring.

If the appeal cannot be settled (or is not withdrawn) at the informal resolution stage, the formal Senior Manager Job Evaluation Appeal Process should be initiated.

Step 3: Formal Senior Manager Job Evaluation Appeal Process

Where possible, an Appeal Panel will be convened within 4 weeks of receipt of an appeal to hear a senior manager job evaluation appeal.

The individual who is appealing will be written to, to invite him/her to the Appeal Hearing and to confirm the date, time and venue of the appeal.

The individual may choose to be accompanied to the Appeal Hearing by a colleague or trade union representative.

The Appeal Panel will consist of a departmental Director, a Head of Service from the relevant business area and a representative from the HR department.

Should the senior manager submitting the appeal be a Chief Officer or a deputy Chief Officer, the appeal will be heard by the Council's Employment Committee, supported by the Head of HR.

Step 4: Appeal Outcome

The individual will receive written confirmation of the outcome of their appeal. The decision of the Panel is final and no further right of appeal will be provided.

N.B. Should an individual be dissatisfied with the salary awarded as a result of the job evaluation process, they will have an opportunity to raise a grievance using the Council's Grievance Policy.

ANNEX 4

GUIDANCE RE SETTING SENIOR MANAGER SALARIES

Peterborough City Council Draft Guidelines on Setting Salaries

This note provides a description of policy on setting salaries within pay bands. The policy you decide upon is flexible, this note should be seen as guidance on good practice for public sector organisations.

Principles

The new system is intended to provide greater flexibility to reflect the different experience levels and market rates of new recruits and the performance of staff once in post. At the same time, salaries must be managed fairly according to clear criteria. Where the flexibility is used to differentiate salaries, there must be a clear and demonstrable link to evidence about performance or the market.

Recruitment Salaries

The new pay ranges range from 10% below to 10% above a market anchor point. It is expected that most recruitment salaries will be set in this zone, at or close to the range minimum.

Factors influencing the starting salary within this recruitment and development zone will include:

- The previous salary and therefore expectations of the individual.
- The candidate's experience and therefore the level of contribution they are expected to make in the first few months.
- Salaries of existing employees on the same grade and/or in comparable roles

In a small number of exceptional cases it may be necessary to set a starting salary at or above the fully acceptable level. This is likely to be for one of two reasons:

1. This is a highly experienced and capable recruit who has a track record of achievement in a similar role and/or at a similar level before. They are therefore expected to be high performers from the outset.
2. The skill set needed for the job is unusually expensive in the market. In practice, the pay market shows few major functional variations and depending on where you choose to set pay (upper quartile or median), it should be rarely be necessary to offer more.

In either case, it is essential to identify clear and robust supporting evidence and to keep a record of the reasons for the decision. This will provide an audit trail to assist later pay reviews and to provide a defence against any equal pay challenge. In the case of market price (reason 2 above) there should be regular – at least annual – checks on the market to test whether the market pay lead for the skill has changed or disappeared.

Progression

It is recommended that pay progression following appointment or promotion will be managed according to the performance of the individual, rather than rewarding time served. This is consistent with recent central government messaging on moving away from time based incremental progression.

Fully satisfactory performers recruited on the range minimum should take no more than three years to reach the fully acceptable salary level for their grade. Staff who are high performers and/or enter the range above the minimum will reach fully acceptable level faster than this.

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 6
3 FEBRUARY 2014	PUBLIC REPORT This report contains an exempt Appendix, not for publication by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Contact Officer(s):	Mike Kealey, Advisor to HR	Tel. (01733) 384500
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SENIOR MANAGEMENT RESTRUCTURE: DETERMINATION OF PAY

1. ORIGIN OF REPORT

- 1.1 This report follows the paper submitted to Employment Committee on 11 October 2013 by the Chief Executive regarding the job descriptions for posts which formed part of the senior management restructure. At this meeting Employment Committee agreed the job descriptions and gave permission for recruitment to the newly created posts to proceed.
- 1.2 Following the application of the relevant selection processes in accordance with Council policy, appointments were made to the posts of Executive Director Adult Social Care and Health and Wellbeing, Director for Communities, Director of Growth and Regeneration, Director of Governance and Head of Corporate Property and Children's Resources.
- 1.3 At the time of the senior management restructure, it was identified that the current pay scale for senior managers was out-of-date and needed to be reviewed. A paper was submitted to Employment Committee on 11 October 2013 recommending a review of the senior manager pay scale and Employment Committee gave permission for consultation on a revised pay scale to commence with senior managers.
- 1.4 Whilst consultation on the proposed senior manager pay scale was ongoing, no decision could be made regarding the remuneration of posts appointed to as part of the senior management restructure.
- 1.5 Now that consultation on the proposed pay scale has closed and Employment Committee has reached a decision regarding the implementation of the pay scale (under Agenda Item No. 5), Employment Committee is requested to determine the salaries for those posts, which were revised / newly created as part of the senior management restructure. The attached exempt report contains the information required by Employment Committee to determine salaries for these posts.

2. REASONS FOR EXEMPTION

- 2.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 7
3 FEBRUARY 2014	PUBLIC REPORT

Contact Officer(s):	Wendi Ogle-Welbourn, Director for Communities	Tel. 863749
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PROPOSALS TO CHANGE THE COMMUNITIES DIRECTORATE MANAGEMENT STRUCTURE

RECOMMENDATIONS	
FROM : Chief Executive/ Director for Communities	
<p>It is recommended that the Employment Committee:</p> <ol style="list-style-type: none"> 1. Consider the changes to the Communities Directorate senior management structure proposed by the Chief Executive/ Director of Communities. 2. Recommends any appropriate actions in response to the proposals prior to implementation by the Chief Executive under her delegated powers. 	

1. PURPOSE AND REASON FOR REPORT

1.1 The purpose of this report is to inform Employment Committee of the outcomes of the consultation held in respect of proposals for a new senior management structure in the Communities Directorate and to advise the Employment Committee of the action the Chief Executive, as recommended by the Director for Communities, intends to take as a result of that consultation. The Chief Executive has the delegation at 3.13.2(g) of officer delegations to determine such changes, subject to the Employment Committee's delegation at 2.3.1.5(a) of its terms of reference to consider and recommend actions where necessary in response to such proposals.

2. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	
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3. BACKGROUND

3.1 Attached at Appendix 1 is the consultation document which was published on 6th December 2013 and explains the background to the proposed changes to the Communities Directorate senior management structure. The proposal addresses the need to ensure strong, appropriate management in the new Communities Directorate; whilst also addressing the need to save money given the council is in its third year of deficit reduction with further years of funding reduction facing it.

3.2 Essentially the proposal seeks to achieve the following:

- Bringing together the management activity that previously took place in four council departments to manage all commissioning activity, community and targeted services;

- Bring together a single view of all the people commissioning activities and community and targeted services to allow the Council to provide services which reflect how people really live;
- Achieve savings through improved economies of scale and the aggregation of functions.
- A saving of approximately 200k by reducing the number of senior manager posts.

3.3 The consultation document was sent to all Communities staff, as well as the Executive Directors for Children and Adult services. Before the consultation document was published, the Director for Communities saw the managers affected by the proposals and Executive Directors personally.

4. CONSULTATION RESPONSES

4.1 No written consultation responses were received; the general view has been that the proposal put forward will support achieving the objectives of the new Communities Directorate.

4.2 The consultation paper was discussed with the trade unions by the Director of Communities and they were supportive of the proposal.

4.3 The Executive Director for Adult services has raised some concern over the reduction proposed in senior management capacity given the transformation programme in adult services. The transformation programme is time limited; therefore it is the considered view of the Director for Communities that the proposed senior management capacity is adequate; however short term additional capacity for the adult programme may continue to be required for a short period of time. The Executive Director of Adult Services is in agreement with this approach.

5. RESPONSE TO THE CONSULTATION

5.1 As a result of the consultation the Director for Communities, supported by the Chief Executive has decided to put forward the following proposals:

- As there was support for the proposal for the new management structure within the Communities Directorate, the proposal will remain unchanged from the original proposal;
- Given the concern raised by the Executive Director Adult services capacity to complete the transformation programme will be kept under review and if additional capacity is required in the short term this will be put in place.

6. IMPLICATIONS FOR MANAGERS

6.1 The following paragraphs set out the main changes to current manager's roles as a result of the proposal of the Director for Communities.

- Posts proposed for deletion

Assistant Director Commissioning Childrens Services
 Assistant Director Commissioning Adult Services
 Associate Director Public Health
 Head of Neighbourhoods
 Head of Specialist Commissioning Children's Services

- New posts proposed

Assistant Director Commissioning
 Assistant Director Communities and Targeted Services (Deputy)

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Given the creation of the new Communities Directorate and the fact that a number of senior manager posts within the directorate are no longer needed to achieve the directorates objectives; doing nothing was not seen as an option, as doing nothing would not ensure the strong leadership required to deliver the Communities Directorate new objectives or make a saving to the council. The proposal put forward reflects the councils need to reduce costs whilst ensuring efficient and effective commissioning and service delivery. Similarly, no alternative revised structure is being recommended, since after appropriate consideration and consultation, it is the Director for Communities view that the proposed structure is the most suitable to enable the objectives of the directorate to be met.

8. IMPLICATIONS

- a) Legal – the Chief Executive, as Head of Paid Service, has a duty under the Local Government & Housing Act 1989 to determine the staffing arrangements necessary to deliver the Council’s functions. The role of the Employment Committee is to consider these proposals, having regard to the reasons for the changes.
- b) Once the structure proposals have been reviewed by the Employment Committee the Chief Executive will agree a recruitment process to those posts. That process, taking into account the views of the Committee and Council, will culminate in a further report at which point the Committee may exercise its responsibility for appointing to those senior posts.
- c) In compliance with employment policies proper consultation processes have been followed, and where the proposals have an impact on specific individuals, appropriate legal advice has been obtained. The actions taken by the Chief Executive in respect of the proposals are, therefore, considered to be legally sound and taken in accordance with the Council’s HR policies and procedures.
- d) Financial – This report focuses on the specific changes needed at senior manager level in the Communities Directorate. The specific proposals on senior manager posts contained within this report will save around £200k in a full year. This saving will contribute towards the overall target of £1m already included in the Council’s budget plans. This target is for all changes initiated through the Council’s Senior Manager Review.
- e) Human Resources – The review has been conducted in line with council policies. The Trade Unions were formally notified. During consultation Communities Directorate staff and the Executive Directors for Children and Adults were given the opportunity to feedback their comments and questions. Impacts on individuals will be managed in line with Council policy.

9. BACKGROUND DOCUMENTS

- 9.1 In accordance with the Local Government (Access to Information) Act 1985, background papers used in the preparation of this report were:-

None.

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Appendix 1

Communities Directorate Proposed Senior Management Structure

Formal Consultation Paper

V0.6

December 2013

Content

Section 1 - Introduction and rationale

Section 2 – Objectives of the new Communities Directorate

Section 3 –The Current Position

Section 4 – Staffing implications

Section 5 – Timeline and consultation arrangements

Section 6 – Summary

Section 7 – Conclusion

Contact details and further information.

Section 1 – Introduction and Rationale

- 1.1 The Council's approach to commissioning for its residents has changed. Previously commissioning took place in four different Council departments (Adult Social Care, Operations (Neighbourhood Services; Children's Services and Public Health). Following a proposal put forward by the Chief Executive a new Directorate was put in place on the 1st November 2013, led by a Director for Communities. The benefits of the new directorate will be:-
- It will bring a single view of all the people commissioning activities and allow the Council to provide services which reflect how people really live;
 - It will put the citizen, whatever their needs, at the heart of service design;
 - Savings will be made through improved economies of scale and the aggregation of functions into one directorate rather than four;
 - Improve pathways to services for residents;
 - A common assessment framework for assessing need will reduce the number of assessments a resident is subject to;
 - Reduction in duplication of tasks;
 - Increased purchasing power and competition.
- 1.2 The Council's commissioning approach includes, as set out above, and some of the neighbourhood functions that previously sat in the Operations Directorate. The integration of these functions takes our commissioning approach a step further than most local authorities. Our residents have individual needs but so do our communities. Our neighbourhood teams provide important services and interventions which are designed to improve the communities and neighbourhoods in which people live. Anti- social behaviour and crime are often issues which challenge some of our communities and whilst individual interventions with offenders and victims are crucial, keeping communities safe and secure require other interventions based at a community level. The neighbourhood teams integration into the commissioning arrangement means that not only individual need can be better provided for, but also neighbourhood and community need.
- 1.3 Strong leadership is required to bring together the commissioning and community delivery functions in Children's Services, Adult Social Care, Neighbourhood Services and Public Health. Managing large budgets and improving outcomes for our citizens will also present major leadership challenges. It is therefore necessary to propose some management changes in order to implement a strong senior management team within the new directorate.

Section 2 - Objectives of the new Communities Directorate

In order to ensure the benefits set out above are achieved the new Directorate needs to focus on a series of objectives underpinning its work

2.1 Achieving better value for money

- Creating leaner Management structure
- Focusing commissioners away from commissioning services to address specific problems and ages to commissioning outcomes for individuals, family and communities. Result reduction in number of commissioners needed as there will not need to be separate commissioners for children and adults;
- Development of multi-agency locality teams wrapped around communities to address crime, worklessness, poor health, poor parenting, drug/alcohol abuse, Domestic Violence, housing issues. (Linked to the Safer Peterborough Partnership initiative, Children Centre refocus, Troubled Families programme, Integration fund) This will result in a reduction in back office costs and reduction in duplication of activity and effort. there may also be opportunities to trade services;
- Understand and grip budgets – drive efficiencies and further savings through joint delivery of services and better value commissioning.

2.2 Tackling increasing demand for services (Growing child and ageing population, Inward migration, health inequalities, impact of welfare reform)

- Helping communities develop capacity and resilience to support each other around health & wellbeing, community safety and cohesion within their communities. Being honest about what we can afford;
- Continuing work around welfare reforms, providing assistance where needed, but ensuring this is contingent on people accepting Information Advice and Guidance to help them help themselves in the future;
- Recognising and supporting the crucial role of extended family, foster carers, shared lives carers, family carers and volunteers;
Supporting the customer strategy work with information about community needs to enable effective and efficient development of self- service systems at the front door;
- Ensuring the right services are in place when problems are first identified e.g. falls, poor school attendance, rent default, to prevent more expensive services being needed later on;
- Making sure the adult integration fund is focused on preventing/delaying hospital admissions and enabling early discharge; resulting in reduction in use of expensive specialist services. Research has shown that older people want to remain in their own homes;
- Work with housing providers to support vulnerable and lonely people in their local communities; (mental health, drug and alcohol)
- Work with child care settings, schools and GP's around their crucial role in identifying needs early and addressing these or effectively signposting on to early help services;
- Link businesses to the Troubled Families programme to get young people and adults into work and
- Put in place effective access to resource systems for specialist services.

2.3 Ensuring services are safe and meeting needs.

- Putting in place self- assessment systems for providers, this is where providers are expected to evidence and demonstrate their achievements against the outcomes they will have agreed to in awarding them a contract. This will be linked to contract compliance and performance visits from commissioners. This will ensure that providers are providing the level and quality of services we expect. Ensuring that our contracts are robust in articulating sanctions and penalties where targets and standards are not met.

2.4 Ensuring the commissioning or delivery of the right services, delivered by the right people, in the right place, at the right time and at the right cost.

- Market development events – helping providers (internal and external) understand needs of communities and outcomes we are looking for;
- Development of payment systems focused on outcomes not inputs – Payment By Results/ Social impact bonds/other incentives;
- Development of market position statement and service directory;
- Further development of robust contract compliance arrangements to ensure delivery of outcomes.

2.5 Improving the impact of partnerships

Working with partners, particularly health to design and deliver/commission a range of preventative services to:

- reduce or delay the need for high cost specialist services;
- shorten length of need for high cost services;
- increase use of joint assessments, joint working and commissioning, focussing on the whole person and community, empowering staff to innovate and share information;
- develop a workforce strategy that focuses on giving workers from across agencies a key set of skills enabling them to work effectively with families and communities.

2.6 Change of Culture

- Work with colleagues, partners and communities to change the way we think about citizens e.g. not seeing them as having a bundle of needs and demands to having insights, energy and resources. Focus on what people can do for themselves not on what they can't do.
- Getting away from individual service directorates and focusing on a whole council approach.

All of these objectives challenge the council to work in a different way to commission and deliver services. The remainder of this document picks up those challenges and describes the structural changes required to ensure effective leadership is in place to implement the objectives of this new department.

Section 3 – The Current Position

3.1 As it has been stated, commissioning arrangements sit in four separate areas under the previous structure. There were four separate Tier 2 posts supporting those arrangements with the responsibility shown for each as follows:-

❖ Head of Neighbourhood Services:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
- Community Safety: including Anti-Social Behaviour and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Regulatory Services
- Business Analyst Team

❖ Assistant Director of Commissioning Children's Services, supported by Head of Specialist Commissioning Children's Services:

- Integrated Processes Team (Common Assessment Framework (CAF) and Multi-Agency Access to Support Panels)
- Access to Resources Team (Children in Care Placements and Support Services)
- Education Commissioning (Independent School Placements and Alternative Education)
- Specialist Children's Commissioning e.g. Assessments, High Level Family Support
- Contract Management, Strategy and Policy Team
- 0-19 services: including Youth in Localities, NEET, Early Years, Adolescent Intervention, Direct Intervention and Supervised Contact
- Children's Centres & Child Care Sufficiency
- Strategy and Planning
- Supervised Contact
- Short Breaks and Domiciliary Services for Children with Disabilities
- Child and Adolescent Mental Health services (CAMHs) Commissioning
- Clare Lodge Secure Unit
- The Manor and Cherry Lodge residential homes
- Young Carers Commissioning

❖ Assistant Director Commissioning Adult Services:

- Older People/Physical Disability/Sensory Impairment/HIV and Carers Commissioning
- Mental Health Commissioning
- Learning Disabilities Commissioning

❖ Associate Director of Public Health:

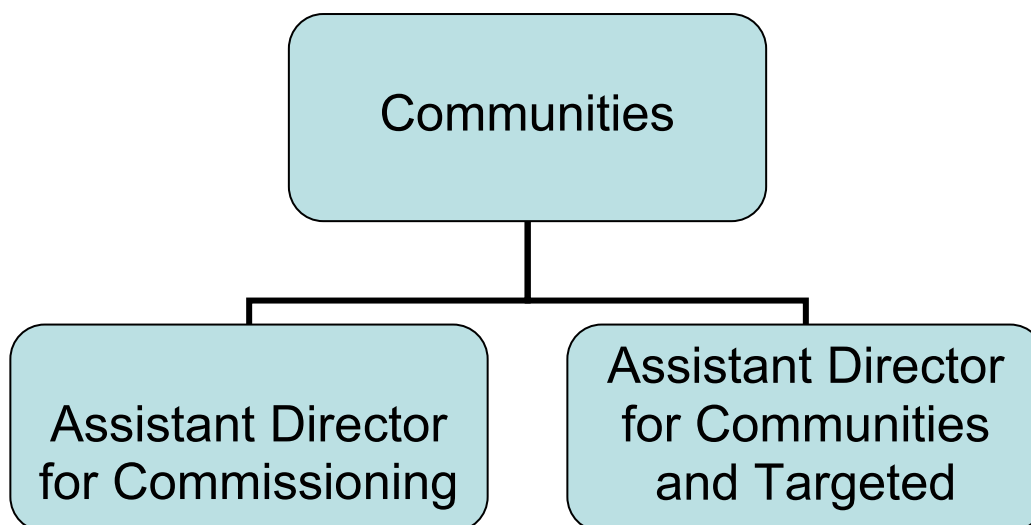
- Sexual Health and Sexual Violence Commissioning
- School Nursing Commissioning
- Alcohol Misuse Commissioning

With the requirement to bring both commissioning and delivery arms together it is necessary to review the senior management requirements and streamline accordingly. With this in mind the proposal is to delete the above posts. The impact is considered in section 3.2 and 4 below.

3.2 Proposed changes

- 3.2.1 In the Chief Executive's restructure paper, it was recognised that, in moving to a commissioning council, the council still had a number of services which it delivered in-house. Therefore the new Communities directorate contains functions relating to commissioning and delivery of services. The proposals set out below will separate out these two functions under the leadership of two new assistant directors. These changes are designed to ensure that the objectives of the new Communities Directorate are achieved.

It is proposed to create two new Assistant Director Posts (tier 2)



3.2.2 Assistant Director for Communities and Targeted Services (Deputy Director)

The Assistant Director for Communities and Targeted Services will lead a team of officers who support communities and deliver targeted services. The aim will be to deliver services that build confidence, capacity and resilience within our communities.

The Assistant Director will be working with partners across the City to develop multi-disciplinary teams of workers based in localities to meet the diverse and holistic needs of citizens. The Assistant Director will be directly responsible for housing, community development and cohesion, the live healthy team, 0 -19 services, short break services and the work of the Safer Peterborough Partnership. The focus of the team will be to identify difficulties early and provide services that ensure these do not escalate.

Given the large portfolio of the Director for Communities this role will also deputise for the Director for Communities; this will include being the lead officer supporting the Community Safety and Stronger and Safer scrutiny committee and the Rural scrutiny committee work, as well as being the lead officer in work that covers both Peterborough and Cambridgeshire; this is particularly relevant in respect of work involving the police and probation services.

The Assistant Director will be responsible for:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
- Community Safety: including ASB and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Neighbourhood Enforcement
- 0-19 services: including Youth in Localities, NEET, Early Years, Adolescent Intervention, Direct Intervention and Supervised Contact

- Children's Centres
- Short Breaks and Domiciliary Services for Children with Disabilities
- The Manor and Cherry Lodge residential homes
- Business Analyst Team (tracking)

3.2.3 Assistant Director for Commissioning

The Assistant Director for Commissioning will lead a team of officers who will identify the needs and aspirations of citizens and using their knowledge and experience of what services would be most successful in meeting the identified need arrange to purchase these at the best possible price.

The Assistant Director will ensure that there are sufficient quality and safe providers in the city and that services purchased represent value for money. Services purchased include those for children on the edge of and in care, independent school placements and services for vulnerable adults; including older people and adults with learning and mental health difficulties; also those with substance misuse issues and families where domestic violence is a feature. All services purchased will be focused on helping people to help themselves and learn new skills to build resilience for the future.

The Assistant Director will also manage the integrated processes team in children's services. This service supports agencies and organisations to identify difficulties in families early and access the right services to help the families. This team supports effective multi-agency working with children and their families who, without effective support in place, would be likely to develop increasingly complex difficulties. The Assistant Director will chair multi-agency resource allocation panels that secure the right services for children, young people and families, also they will manage the Access to Resources team who commission placements for children in care and who need independent school places.

The Assistant Director will be responsible for:

- Integrated Processes Team (CAF and Multi-Agency Access to Support Panels)
- Access to Resources Team (Children in Care Placements and Support Services)
- Education Commissioning (Independent School Placements and Alternative Education)
- Specialist Children's Commissioning e.g. Assessments, High Level Family Support
- Clare Lodge Secure Unit
- Young Carers Commissioning
- Older People/Physical Disability/Sensory Impairment/HIV and Carers Commissioning*
- Adult Mental Health Commissioning*
- Adult Learning Disabilities Commissioning*
- Children with Disabilities Commissioning
- Sexual Health and Sexual Violence Commissioning
- School Nursing Commissioning
- Alcohol Misuse Commissioning
- Health Visiting (from 2015)
- Contract Management, Strategy and Policy Team

* Move to the Communities Directorate by April 2014

Section 4 – Staffing Implications

- 4.1 It is the aim of the council to try and minimise compulsory redundancies where at all possible. As the commissioning areas from the four directorates are merged, the proposals identified in sections 3.1 and 3.2 will have the following implications.

- 4.1.1. It is proposed that the Assistant Director for Commissioning Children’s Services post will be deleted as it is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. There is currently no permanent incumbent in post as the Assistant Director for Commissioning Children’s Services was recently appointed to the Director for Communities post.
- 4.1.2 It is proposed that the Assistant Director for Commissioning Adult Services post will be deleted as it is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. This deletion would have no impact on staff as again, there is no incumbent in post.
- 4.1.3 The post of Associate Director for Public Health will be deleted as this is no longer required, as the responsibilities of this role will be incorporated into the new Director for Communities post and the two new Assistant Directors posts. There are no staffing implications as there is currently no incumbent in post.
- 4.1.4 With the proposed appointment of an Assistant Director for Communities and Targeted Services, it is proposed to delete the post of Head of Neighbourhoods as this will no longer be required. This puts the current post holder of the Head of Neighbourhoods at risk of redundancy. However it is proposed to slot the current Head of Neighbourhoods into the proposed role of Assistant Director for Communities and Targeted Services as the role incorporates all of the accountabilities of the role of Head of Neighbourhoods with only the addition of the 0 – 19 service and Short Breaks.
- 4.1.5 It is also proposed to delete the post of Head of Specialist Commissioning in Children’s Services as this will no longer be required with the proposed appointment of an Assistant Director for Commissioning. The New Assistant Director for Commissioning responsibilities will incorporate all those currently undertaken by the Head of Specialist Commissioning in Children’s Services. This would put the current incumbent at risk of redundancy. Whilst there are comparable elements between the Head of Specialist Commissioning Children’s Services and the new Assistant Director for Commissioning role, due to the greater level of responsibility and the broader remit attached to the new post, which includes commissioning for adult social care and public health, it is not considered a close enough match to slot any individual. It is therefore proposed that the role will be advertised internally where the “at risk” individual can apply. Should applications be received from “at risk” employees these will be considered ahead of any “non at risk” employees in accordance with PCC policy.

Management - Staffing implications of changes

Existing Job Title	No. Staff Affected	Proposed Change	Implications
Assistant Director Commissioning Childrens (Tier 2)	None Vacant post	Post deleted	No implications
Assistant Director Commissioning Adult Services (Tier 2)	None Vacant Post	Post deleted	No implications
Associate Director for Public Health (Tier 2)	None	Post deleted	No implications
Head of Specialist Commissioning Childrens (Tier 3)	1 FTE	Post deleted	At Risk – available to apply for Assistant Director for Commissioning
Head of	1 FTE	Post deleted	Individual at risk but slots

Neighbourhoods (Tier 2)			into Assistant Director Communities & Targeted Services
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New Roles

Assistant Director for Commissioning (Tier 2) (*Job Description shown at annexe 1*)

Assistant Director for Communities & Targeted Services (Tier 2) (*Job Description shown at annexe 2*)

Section 5 - Consultation Process

- 5.1 No unions are recognised for collective bargaining purposes for senior managers however the Joint Consultative Forum has been advised of the proposal and this document provides the details.
- 5.3 Individual consultation with each senior manager impacted by the proposal will commence on 16 December 2013 for a period of no less than 30 days. Please refer to the proposed consultation timetable set out below.
- 5.4 In accordance with Constitution, Employment Committee will appoint to the Assistant Director posts.

Definitions used within this document:

At risk – This is a member of staff who is at risk of redundancy because their substantive post is proposed to be deleted. If there are similar jobs being created, the staff member may be ‘slotted’ or ‘ring fenced’ to those positions, depending upon how similar they are to their substantive post. If there are no similar jobs, the staff member is entitled to apply for internal vacancies and be considered, providing they are a suitable candidate, before members of staff that are not at risk.

Slot – This is where a new post is directly comparable to a deleted post and there is no competition for that post from other staff in a similar role. In this instance, the post holder will be transferred (or slotted) into the new post.

Ring fence – This is where a post is broadly similar to a deleted post. The member of staff will be interviewed to determine their suitability for the role. This may be a competitive process if there are other ‘ring fenced’ staff. However, non-ring fenced staff will not be interviewed until the outcome of the ring fenced interviews are known. Section 4 – Timeline and Consultation Arrangements

Overview of consultation timeline:

Date	Action
Monday 16 th December	JCF (Union) local representatives meeting to outline proposals and process.
Monday 16 th December	Directly affected staff to be briefed.
Monday 16 th December	Changes shared with wider Directorate in a full Communities Directorate event.
w/c 16 December	Stage one meeting commence with directly affected staff
17 January 2014	Closing date for general responses to the consultation

w/c 20 January 2014	Consultation response emailed to all staff and trade unions
	Employment Committee review job descriptions
	Internal Adverts for new posts
w/c xx January 2014	Interviews for new posts by Employment Committee
2014	Stage two meeting (if appropriate)
2014	Stage 3 meetings (if appropriate)
	New arrangements start

6.0 Summary

This document provides the basis for the consultation and views and comments on the proposals are welcomed. All comments and views submitted during the consultation period will be considered and responded to.

First steps to confirm the structure and appoint to the newly created posts will not be taken until the consultation period has closed and all views and submissions have been considered.

Once a new management structure has been agreed and implemented, together we will then look at ensuring that each Service area is appropriate aligned.

7.0 Conclusion

The new arrangements proposed in this paper are designed to deliver the Council's priorities, aid the building of a strong senior leadership team within the new directorate to support the amalgamation of the commissioning and delivery functions and equally to support the achievement of the objectives of the Communities Directorate. The new directorate will target real need for both people and communities with a result of reducing the demand for our services over time and making communities safer to live in.

If this proposal is agreed it will generate a saving of £200,000.

Please email your comments initially to:

Director of Communities: Wendi Ogle-Welbourn
Email: [Wendi Ogle-Welbourn@peterborough.gov.uk](mailto:Wendi.Ogle-Welbourn@peterborough.gov.uk)
Tel: 01733 863749/07990974067

Or

HR Manager: Mandy Pullen,
Email: [Mandy pullen@peterborough.gov.uk](mailto:Mandy.pullen@peterborough.gov.uk)
Tel: 01733 863628

JOB TITLE: Assistant Director for Specialist Commissioning

REPORTS TO: Director for Communities

Job Purpose

To be accountable for the commissioning of all services to people with complex and/or enduring needs, including:

- Children and young people 'in care' and on the 'edge of care' and associated family support services and specialist assessments;
- Adults with significant learning disabilities;
- Adults, children and young people with Mental Health difficulties;
- Adults, children and young people with substance misuse difficulties
- Older people.

To hold lead responsibility for the commissioning of community based health services for children and young people, including school nursing, allied health professionals and similar services as these become the responsibility of the local authority, e.g. Health visiting in 2015.

To hold lead responsibility for the commissioning of public health services, such as, drug and alcohol services, domestic and sexual violence and sexual health services.

To ensure that all commissioning and service delivery activities:

- Are evidence based;
- Relate to outcomes;
- Deliver value for money;
- Promote independence, and;
- Enable communities to be self-sustaining wherever possible.

And that all services are delivered or commissioned:

- At the right time;
- By the right people;
- In the right place, and;
- At the right cost.

Organisation

The Assistant Director for Specialist Commissioning is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 120 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Specialist Commissioning post will be determined following appointment to the post.

The Assistant Director for Specialist Commissioning will be responsible for a gross budget in the region of £87m.

Principal Accountabilities / Responsibilities

The Assistant Director, Commissioning reports to the Director of Communities and is accountable for:

- Commissioning for Adult Mental Health;
- Commissioning for adults with Learning Disabilities;
- Commissioning for Older People/physical Disability/Sensory Impairments/HIV & Carers;
- Resource allocation panels;
- Commissioning for Children in Care and on the Edge of Care;
- Commissioning for complex Educational needs;
- Commissioning, Community Health, CAMHs, Substance Misuse, Sexual Health & Domestic Violence;
- Clare Lodge secure children's home;
- Early Help services and Integrated Processes for children and young people.

In addition the Assistant Director, Specialist Commissioning, chairs the Peterborough Access to Support and Joint Agency Support panels. These panels agree resource allocation to meet the needs of children, young people and their families with complex needs. These panels also contribute to effective safeguarding arrangements through their role of quality assuring assessment of need of our most vulnerable children and their families.

The Assistant Director has lead accountability for delivering the Council's ambition to commission and deliver cost effective services to people with complex needs that are outcomes focused, evidence-based and promote independence and re-ablement, and over which users of services can have influence, choice and control. This includes lead responsibility for working with partner agencies to develop joint commissioning approaches that achieve these objectives while reducing duplication and delivering coordinated and person-centred interventions and care and so requires the post-holder:

- To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
- To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
- To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
- To ensure the principle of co-production is adopted wherever possible, and that the voice of service users and whole communities and other key stakeholders influences the strategic design, performance management and review of commissioned and delivered services.
- To ensure that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
- To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
- To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
- To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
- External to the organisation, the Assistant Director for Specialist Commissioning will be required to play a key influencing role in respect of the statutory, independent, voluntary and private

sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.

- To have accountability for all day to day decision making within their area of the Directorate. This includes decisions relating to all aspects of service design and delivery affecting individuals, households and communities.
- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Director for Communities in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- Take a lead role in developing and shaping the Joint Strategic Needs Assessment and the Health and Wellbeing Strategy and in all activities relating to the commissioning of a range of health and wellbeing services including within the Council, Clinical Commissioning Group and Public Health England;
- Lead the development of the strategic commissioning framework as related to specialist commissioning and which shapes collaboration, contracting and procurement requirements while managing and developing the market in Peterborough to the benefit of the population, specifically in relation to;
 - Children and young people in care and on the edge of care;
 - Meeting the community health needs of children and young people including CAMH services, sexual health and substance misuse;
 - Adults with learning disabilities;
 - Adults with mental health needs;
 - Older people;
- Lead relevant partnerships that ensure effective collaboration and commissioning within Reablement and Specialist services as outlined above and in doing so, provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value for money of these services;

- Ensure that strategic commissioning activities deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by service users in line with their aspirations and needs as well as those of other stakeholders, while improving value for money;
- Ensure that the voice of the users of services, their families and communities is heard at every level within the organisation and within partnership arrangements;
- Provide leadership to the secure children's home at Clare Lodge as preparations are made for its' outsourcing;
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Director for Communities.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.
- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs;
 - The use of business and operational process improvements;
 - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
 - The use of incentivisation approaches such as payment by results;
 - The better use of demand management;
 - Improved asset management;
 - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy

developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.

- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local services.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional

practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

Annexe 2 **Job Description**

JOB TITLE: Assistant Director for Communities and Targeted Services
(and Deputy Director for Communities)

REPORTS TO: Director for Communities

Job Purpose

To lead and be accountable for strategies and services that build confidence, capacity and resilience in our communities, including:

- Strategic Housing
- Community Safety
- 0-19 services
- Community Cohesion and Social Inclusion
- Community Development
- Public Health Delivery
- Delivery of the Short Breaks service

To ensure services meet evidenced community need, and that communities are supported, empowered and given the tools to be at the heart of the council's commissioning frameworks.

To lead on the development and establishment of strategies that identify individual, household and community-wide difficulties and challenges early, and ensure that services are developed and delivered that prevent these from escalating.

To lead on a range of targeted and universal solutions to challenges affecting children, young people, adults, families and communities through enabling collaboration, innovation and transformation across the Council and between partners.

To lead all aspects of the council's community development work in line with local and national strategies and policies including the Localism Agenda.

To be accountable for brokering and/or leading joined-up responses and solutions to challenging community issues across both the council and our wider partnerships.

To be a full participating member of the Communities Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the Communities vision and strategy with partners, community representatives, DMT colleagues and all employees.

To act as the deputy to the Director for Communities.

Organisation

The Assistant Director for Communities and Targeted Services is a Tier 2 post reporting directly to the Director of Communities and the post holder is a full member of the Departmental Management Team.

The post holder will be responsible for approx. 271 staff across a range of specialities. The appropriate reporting structure underneath the Assistant Director for Communities and Targeted Services post will be determined following appointment to the post.

The Assistant Director for Communities and Targeted Services will be responsible for a gross budget in the region of £16m.

Principal Accountabilities / Responsibilities

The Assistant Director is responsible for leading and managing the following teams:

- Strategic Housing: including Housing Needs, Housing Programmes, Housing Enforcement and the Care and Repair Agency
 - Community Safety: including ASB and Victims, Substance Misuse, Domestic Abuse, Road Safety, Integrated Offender Management and the Connecting Families Programme
 - 0-19 services: including Youth in Localities, NEET, Early Years and Adolescent Intervention
 - Community Cohesion and Social Inclusion
 - Community Development
 - Public Health Delivery
 - Delivery of the Short Breaks service
-
- To have lead accountability for delivering the Council's ambition to position communities at the heart of our commissioning and decision making frameworks, and for ensuring difficulties in communities are identified early and services put in place to prevent them from escalating.
 - To be accountable for the results and improvement in performance of the specific service area. There is also a shared responsibility for ensuring that all service areas work together effectively to commission and deliver cost effective services that meet the needs of the citizens of Peterborough.
 - To have lead accountability for influencing the Council and its key partners in bringing together innovative approaches to meeting needs that are cost effective and deliver real improvements in outcomes.
 - To provide strategic direction, clear evidence-based decision making and robust performance management for their own areas, with a focus on enhancing the quality and productivity of the relationship between elected Members and senior officers.
 - To work in partnership at all levels across the local authority and externally to the NHS, other statutory bodies, the independent and voluntary sectors, care providers, service users and their carers to achieve a greater focus on strategic commissioning against outcomes and on the delivery of services that meet identified need.
 - To ensure the principle of co-production is adopted wherever possible, and that the voice of service users and whole communities and other key stakeholders influences the strategic design, performance management and review of commissioned and delivered services.
 - To ensure that the Council and its' partners are kept abreast of the changing legislative landscape and so are able to plan necessary changes in advance.
 - To ensure that Members have confidence in the team of Assistant Directors reporting to the Directorate Management Team. This requires regular meetings with key Cabinet Members and others in order to ensure that the priorities of the Communities Directorate reflect those of the Council and of the Councillors.
 - To ensure a very close working relationship is developed and maintained with the Director for Communities in order to achieve the strategic priorities of the Council. This reporting relationship will therefore include very regular meetings which could be as often as fortnightly during periods where projects of exceptional importance to the Council are in critical phases of implementation.
 - To fulfil the requirements of their role through extensive partnership working within the organisation and across the broader strategic partnerships. Internal to the organisation, this requires regular constructive dialogue at all levels that enables challenges to be identified early and resolved creatively while ensuring that the key strategic messages relating to strategic priorities and resulting cultural change are clearly and persuasively communicated.
 - External to the organisation, the Assistant Director for Communities and Targeted Services will be required to play a key influencing role in respect of the statutory, independent, voluntary and private sector organisations that operate within local communities. This will require regular attendance and membership [where appropriate] at board level meetings, and regular engagement within and leadership of key stakeholder events and public events.
 - To have accountability for all day to day decision making within their area of the Directorate. This includes decisions relating to all aspects of service design and delivery affecting individuals,

households and communities.

- To operate with a high degree of autonomy in relation to strategic decisions that have implications for other organisations across Peterborough but will ensure that all such decisions are communicated in good time to the Director for Communities in order that any other activities or priorities can be taken fully into account.

Leadership

- To ensure that the Council performs its duties and functions in fulfillment of its statutory obligations. In pursuit of this responsibility, senior managers need to ensure that they and their relevant staff keep abreast of the Council's changing legal obligations and mandates.
- To ensure managerial and strategic leadership of those services and functions that are set within the direction of this post as well as for Council services corporately.
- To provide inspirational leadership to a diverse, multidisciplinary workforce, driving customer focused service delivery, embedding a culture of change, continuous improvement, common professional standards and excellent people engagement and management and ensuring that the Council meets its statutory obligations in relation to all aspects of equalities legislation.
- To promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner.
- To ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- To sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally.
- To provide leadership within the organisation and across the wider partnership, embedding a performance culture that inspires a sense of purpose and celebrates the strength of the cultural diversity of the city and of the workforce and challenges discriminatory behaviours.
- To enable and actively encourage innovation and creativity across the services managed and commissioned, continuously pushing the boundaries of practice and operation to improve efficiency and customer experience.
- To support the Director for Communities in building and maintaining effective partnerships with and between local statutory and voluntary organisations as well as the independent and private sector operating in the people and communities sector, seeking to embed joint approaches to meeting the needs of the people of Peterborough wherever possible.
- To take a lead role in developing and shaping all strategies and policies relevant to the role.
- To lead the development of the community development and participation framework to ensure that needs and challenges are identified early and to enable appropriate services to be provided.
- To lead relevant partnerships that ensure effective collaboration and service delivery, and that inform and respond to commissioning requirements and decisions.
- To provide leadership, professional responsibility and accountability for the quality, sufficiency, sustainability and value for money of all services.
- To ensure that services deliver sustained improvements in performance as demonstrated by measurable outcomes based on reduced levels of dependency, increased levels of choice and control by communities in line with their aspirations and needs as well as those of other stakeholders, while improving value for money.
- To ensure that the voice of individuals, households and communities is heard at every level within the organisation and within partnership arrangements.
- To undertake any other duties and responsibilities [including taking a lead responsibility for particular issues and projects] as may be required by the Director for Communities.

Performance and Risk Management

- To develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement.
- To ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets.
- To provide managerial and strategic leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs.

- To improve the overall management of resources [financial, human and other] in serving the public of Peterborough. To discover new ways to reduce the cost of services to taxpayers and their overall productivity and value for money to service users through a range of approaches, including:
 - The strategic re-design of services and their costs;
 - The use of business and operational process improvements;
 - The smarter use of supply [through out-sourcing, co-sourcing and in-sourcing where appropriate];
 - The use of incentivisation approaches such as payment by results;
 - The better use of demand management;
 - Improved asset management;
 - Identification of income generation opportunities;
- To ensure that all activities within the Directorate contribute to the building of the Peterborough Council brand and enhance the overall reputation of the Council.
- To ensure that effective risk management arrangements are in place to minimise the Council's exposure to risk and uncertainty.
- To promote and ensure compliance with policies and procedures, all Statements of Required Practice for managers and the Council's Code of Conduct.
- To take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met for adults and children.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery.
- To ensure the effective management and deployment of all appropriate commissioning budgets in line with agreed financial processes, envelopes and savings, including contract budgets for people services and pooled budgets where appropriate.

Job Knowledge

- Qualified to degree level or equivalent by experience.
- Thorough understanding of the principal responsibilities and key challenges facing Local Government in the effective commissioning and delivery of people services and the appropriate role to be played by the providers of services other than Local Authorities.
- Thorough understanding of the role of communities in local democracy, and of the tools and powers available to provide the right opportunities for communities to actively participate in society.
- Good knowledge of best practice methodologies, local, regional and national policy developments and stakeholder knowledge to enable effective collaboration and commissioning arrangements.
- Strong appreciation of the varying needs of a diverse community such as Peterborough.
- Strong understanding of social policy and the impacts of social exclusion in society.

Experience

- Extensive experience and proven track record at senior management level of successfully developing and delivering people services, including joint commissioning and collaboration with partners, in a complex stakeholder environment [either in local government or other large and complex organisations].
- Extensive experience of providing leadership and direction to and across a diverse range of services.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Demonstrated evidence of listening and responding to the voice of those who use the services, their families and carers.
- Proven experience of influencing strategic policy direction within large complex organisations such as local authorities.
- Experience of contract specification and supervision, delivering and managing shared services and cross functional project working.
- Proven track record of leading strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a service directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability

to work with local partners to develop joint strategies for implementing government requirements and local services.

- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.
- Significant experience of the preparation, management and control of budgets for a large, complex organisation, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation and maintaining customer care.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent leadership skills, which encourage commitment from others and promote a positive, motivated organisational culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 8
3 FEBRUARY 2014	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr Walsh Cabinet Member for Community Cohesion, Safety and Public Health	
Contact Officer(s):	Lyn Neely - Acting Head of Human Resources	Tel. (01733) 384500

CHANGES TO EMPLOYEE POLICIES AND PROCEDURES – PROBATION POLICY AND SOCIAL MEDIA POLICY

RECOMMENDATIONS	
FROM : Trade Union Representatives	Deadline date : N.A.
<p>It is recommended that Employment Committee agrees to implement the following employment policy and procedures:</p> <ul style="list-style-type: none"> i) Revision to the Probation Policy (Appendix 1); and ii) Revision to the Social Media Policy (Appendix 2) 	

1. ORIGIN OF REPORT

1.1 This report is submitted to the Employment Committee following a referral from the Joint Consultative Forum held on 11 July 2013 and 12 December 2013.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to ensure that the Council maintains up to date and legal employment policies.

2.2 This report is for the Committee to consider under its Terms of Reference No. 2.3.1.2 ‘to determine employee procedures, including dismissal procedures’ and 2.3.1.4 ‘to determine local terms and conditions of employment for employees’.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. BACKGROUND

4.1 Change to Probation Policy

4.1.1 To ensure that it is completely clear, the Probationary Policy has been amended to state that all staff in their probationary period will be given one months notice if their contract is terminated. This applies to all staff including those who are entitled to a three month notice period outside of the probationary period.

4.2 Change to Social Media Policy

- 4.2.1. Following an Ofsted inspection at Clare Lodge a request was made to ensure the Social Media policy was more robust regarding the use of social media and the children's personal information. Additional information now expressly states the position regarding personal use of social media and contact with children who have left the care of the council.

5. CONSULTATION

- 5.1 The joint trade unions were consulted on the Probationary Policy on 11 July 2013. The joint trade unions were consulted on the Social Media Policy on 12 December 2013.

6. ANTICIPATED OUTCOMES

- 6.1 The proposed change to the Probationary Policy will ensure that the Council is making best use of its resources whilst treating employees fairly.
- 6.2 The proposed change to the Social Media Policy will expressly state what is expected of employees regarding their use of social media in respect of children in our care or those that have left the care of the council.

7. REASONS FOR RECOMMENDATIONS

- 7.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent.

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The policies were considered against:
- (a) those published by some other local government employers; and
 - (b) existing policies, to ensure a sensible, fair approach which took account of current legislation.

9. BACKGROUND DOCUMENTS

- 9.1 None

10. APPENDICES

Appendix 1 – Probationary Policy
Appendix 2 – Social Media Policy

PROBATION POLICY

1. Purpose

The purpose of this Policy and the [Probation Procedure](#) is to provide a basis for the effective management of probationary assessment and where appropriate unsatisfactory performance during the probationary period.

This policy does not form part of any employee's contract of employment. It may be amended from time to time.

2. Key Principles

- All newly appointed employees will be subject to a probation period.
- Appointments 'subject to a probation period' are made with a view to permanency.
- The probation period provides an important opportunity for the newly appointed employee to familiarise themselves with the requirements of their role and to objectively assess with their line manager whether they can be adequately satisfied.
- Line managers will meet with newly appointed employees as soon as possible after the commencement of their employment in order to confirm the standards of performance expected and the way in which this will be evaluated during the probation period.
- Line managers will continue to provide appropriate support throughout the probation or extended probation period to assist the newly appointed employee in achieving the required standards of their role.
- A maximum one month's notice will apply for both employee and employer during the probation period (unless the statutory notice period is longer).
- Matters of attendance, capability and conduct will be dealt with under this Policy and the [Probation Procedure](#). No other Policy or Procedure will apply.

3. Further information

This Policy should be read in conjunction with the [Probation Procedure](#).



SOCIAL MEDIA POLICY

1. Introduction

Peterborough City Council (“the council”) recognises that social media provides an effective platform for discussion and information sharing amongst employees and service users. Nevertheless, the council also recognises that the use of social media can pose risks to its reputation and compliance with legal obligations.

The purpose of this policy is to minimise risk, avoid loss of productivity and to ensure that the council’s ICT resources and communications are used appropriately.

This policy covers all individuals working at all levels and grades including senior managers, officers, directors, volunteers, homeworkers, part-time and fixed-term employees, casual and agency staff (“users”). This policy also applies to third parties with access to our electronic communication systems and equipment.

This policy does not form part of an employee’s contract of employment and it may be amended from time to time.

This policy should be read in conjunction with the council’s [Information, Communications and Telecoms \(ICT\) Policy](#), [Equality and Diversity Policy](#), [Employee Code of Conduct](#) and [Disciplinary Policy \(including Disciplinary Rules\)](#).

2. Scope

This policy deals with the use of every form of social media including:

- Social Networking sites (e.g. Facebook)
- Micro-blogging services (e.g. Twitter)
- Video sharing services (e.g. Instagram)
- Photo sharing services (e.g. Flickr)
- Online gaming and virtual reality (e.g. World of Warcraft)

It applies to the use of social media for both business and personal purposes whether or not during office hours or otherwise. The policy also applies regardless of whether or not the social media is accessed using the council’s ICT facilities and equipment or that of the users. Privacy and Safety tools should be enabled to restrict who employees interact with.

Breach of this policy may result in disciplinary action being taken in accordance with the council’s [Disciplinary Policy](#) and [Disciplinary Procedure](#) and for external service providers, a review of contractual arrangements. Users may also be required to remove internet postings which are deemed to constitute a breach of this policy.

3. Key Principles

The following sections of the policy provide users with common-sense guidelines and recommendations for using social media responsibly and safely.

Protecting Peterborough City Council's business reputation:

Users must not post disparaging or defamatory statements about Peterborough City Council and/or its:

- Service users;
- The Services provided by the council;
- Employees
- Visitors to the council
- Suppliers; or
- Other affiliates and stakeholders.

Users are personally responsible for what they communicate in social media and should remember that what they publish may be available to a wide audience over a lengthy period of time.

Users should not post comments which could be construed as sensitive, objectionable or inflammatory to include political opinion.

Respecting intellectual property and confidential information:

Users must not identify young people within residential settings by name, photo, bedroom number, unit, physical description, or any events or actions which concern that child/young person.

Users should not do anything to jeopardise the council's obligations under the Freedom of Information and Data Protection Acts and should therefore refrain from disclosing any information which could be construed as personal, confidential and/or exempt from public disclosure.

Users should not misappropriate or infringe the intellectual property of other companies and individuals which could create liability for Peterborough City Council as well as themselves.

Users should not use Peterborough City Council's logos, brand names, slogans or other trademarks without permission.

On professional accounts, the council's logo and other branding elements should be used where appropriate to indicate the council's support. However, permission must be sought from the Communications Team first. The logo should not be used on social networking applications which are unrelated to or are not representative of the council's official position.

Users should keep their business and personal social media accounts totally separate and should avoid accepting friend requests to business accounts from personal friends and vice versa. Upon leaving the council, the user/ user's manager is required to inform the E-Communications Officer of their leaving date via the Marketing Team email address and that person will be deleted from the account. The user is responsible for finding an alternative person to take their place in maintaining the accounts.

In any circumstance where a user is uncertain as to the appropriateness of any statement or posting they should refrain from making the communication until it has been discussed with the Communications Team.

Where social networking applications are being managed by council representatives, appropriate feedback and complaints information must be published in a prominent place which is easily accessible.

4. Personal Use

Occasional use of social media for personal activities at the office is permitted provided it does not involve unprofessional or inappropriate content and does not interfere with an employee's primary job responsibilities and/or productivity. Employees who are unclear on the definition of occasional use should clarify this with their line manager.

The council does not encourage users to write about their work in any way and would prefer them not to do so. Nevertheless, if users choose to, they should do so in accordance with the key principles (refer to section 3) and the following additional considerations:

- Users who identify themselves as connected with Peterborough City Council, should ensure that their profile and any related content are consistent with how they would wish to present themselves to colleagues and customers.
- Any personal blogs or other personal posts must contain a disclaimer that makes it clear that "the opinions expressed are solely those of the author and do not represent the views of Peterborough City Council." Users must write in the first person and use a personal e-mail address when communicating via social media.
- When using social media, users should respect their audience and refrain from making any detrimental comments about colleagues and/or Peterborough City Council and its partners.
- Some social sites provide for members to write recommendations or referrals for friends/associates. If a user does this as a representative of the council, it may give the appearance that the council endorses the individual being recommended which can create a liability. For this reason the council prohibits users from making such recommendations or referrals.
- Users who may not directly identify their association with Peterborough City Council when using social media for personal purposes at work or at home, should be aware that content they post on social media websites could still be construed as relevant to this.
- Users should not write or report on conversations, meetings or matters that are meant to be private or internal to Peterborough City Council.
- Users should be aware that they may be held personally liable for any unauthorised, inappropriate or illegal use of social networking sites.
- All users need to be aware that applications may be closed for a defined period before local and national elections in order to comply with legislation which affects local authorities.
- The only contact with children and young people who have left the care of the council should be through telephone calls at work – preferably witnessed by other staff, or by letter that is checked by the manager. Those who work with children and young people should have no further personal contact with the child or young person via any method when they have left the care of the council or the employee has left. This statement also applies to children who are no longer in receipt of any services from the council

5. Applying this Policy and Gaining Relevant Approvals

Users whose duties require them to speak on behalf of the council in a social media environment, must seek approval from the Director of Communications or Head of Communications and may be required to undergo training and have certain requirements and restrictions imposed with regard to their activities.

If users are contacted for comments about the organisation for publication anywhere, including any social media outlet, the approval of the Director of Communications or Head of Communications is required.

- To access social media sites line managers must firstly contact the Marketing Team to discuss why the use of social media is required.
- Consideration must be given to what, how and who will be able to provide regular content to the group, page or feed and respond to feedback. Unused social media streams that are not updated can be damaging to the council's reputation. The council already has an established presence on Facebook and Twitter and consideration should be made as to whether officers can achieve their aims through these social media channels first.
- After initial discussion this must be followed up with a written request briefly explaining the business reasons for needing access to social media. This should be forwarded to marketing@peterborough.gov.uk. Where approval is given the request will be forwarded to ICT asking them to supply the user with access to the correct media. Where access to social media is given and an account set up for 'business use only' the username and password will be registered with Marketing. Please note ICT will not give access to any social media site without marketing approval.
- As part of the setting up process, the E-Communications Officer must be made an administrator of the group and any groups or pages set up should also be linked to the E-Communications Officers accounts.

6. Professional Use

If social media is used in a professional capacity at work as part of their job role, users should do so in accordance with the key principles (refer to section 3) and the following additional considerations:

Users must:

- Not use any social media tool for council business unless they have received appropriate training and are registered on the approved business social media user list held by the Communications Team;
- Not use any social media tool for party political purposes or specific campaigning purposes as the council is not permitted to publish material which 'in whole or part appears to affect public support for a political party' (Local Government Act 1986) or use the sites for the promotion of personal financial interests, commercial ventures or personal campaigns.
- Read and comply with the Terms of Service document when they sign up to become a user of a social networking site.
- Identify themselves – this means disclosing their name and role – when discussing Peterborough City Council or council related matters;
- Not post any confidential or proprietary information without prior written permission from their head of service.
- Not post anything related to colleagues, customers, clients, business partners, suppliers, vendors or other stakeholders without their written permission.
- Ensure that their profile and any content they post are consistent with the professional image they present to clients and colleagues.
- Be mindful that what they publish will be public for a long time and might be available to read by the masses and can't be retracted once published;
- Not write or report on conversations, meetings or matters that are meant to be private or internal to the council;

- Not cite or reference customers, partners or suppliers without their written approval. Where users do make a reference, where possible link back to the source and if users are unsure whether a particular post or upload might violate anyone's copyright or trademark, ask the Communications Team before making the post/upload;
- Not provide reference for individuals on social or professional networking sites as this creates a legal liability for both the author and the council;
- Make sure that professional use of social media adds value to the environment in which they are participating and to the council's delivery of services to Peterborough residents;
- Provide worthwhile information and perspective;
- Be aware that content on such social media websites may be subject to Freedom of Information requests.
- Not post comments about sensitive business-related topics, such as the council's performance as these comments can damage the council's reputation. Reputation is built on three things: what people say about you; what you say about yourself and how your actions and behaviours reflect what you stand for. Peterborough City Council's reputation is heavily influenced by its people and what is published will reflect on our reputation.
- Ensure that anything posted respects copyright and is consistent with the relevant legislation and rules including Data Protection Act 1998, Privacy and Electronic Communications Regulations 2003, Advertising Standards Authority Committee of Advertising Practice (ASA CAP) code and the Code of Recommended Practice on Local Authority Publicity. It is the responsibility of the employee to make sure that they are familiar with how these apply to professional use of social media. If in doubt in the first instance employees should consult with the Communications Team;

7. Monitoring and review of this policy

The council will monitor the use of social networking sites to ensure that any internet use by employees complies with its ICT policy. Therefore, employees should have no expectation of privacy in any social media post conversation or message, or any other kind of information or communications received or transmitted. Employees consent to such monitoring by their use of social media resources and systems.

8. Further Information

Enquiries or requests for information from social media, including requests from bloggers, should be forwarded to the media team for a response at media@peterborough.gov.uk. Officers must not respond directly to such enquiries without express permission from the media team.

Employees who are uncertain or concerned about the appropriateness of any statement or posting or wishing to report any misuse of social media or content that disparages or reflects poorly on the council should contact their Line Manager or HR Business Partner in the first instance.

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 9
3 FEBRUARY 2014	PUBLIC REPORT

Cabinet Member(s) responsible:	Leader and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement	
Contact Officer(s):	Philip McCourt, Interim Head of Legal and Governance Services	01733 452576

APPOINTMENT TO THE LOCAL GOVERNMENT EMPLOYERS PANEL

R E C O M M E N D A T I O N S	
FROM :	Deadline date :
<p>The Employment Committee is recommended to:</p> <ol style="list-style-type: none"> 1. Accept the Appointment Opportunity to the Local Government Employers Panel; 2. Agree to place the appointment in the Strategic and Executive – Regional category on the appointments list; and 3. Appoint Councillor Walsh, Committee member and Cabinet member for Community Cohesion, Safety and Public Health, to the Panel. 	

1. ORIGIN OF REPORT

- 1.1 The Employment Committee is recommended to accept an appointment opportunity and agree the category it is allocated to in the list of external organisations.

2. PURPOSE AND REASON FOR REPORT

- 2.1 This report is for the Employment Committee to consider exercising delegated authority under paragraph 2.3.1.5 (c) of Part 3 of the constitution – To consider, and recommend appropriate actions where necessary in response to, executive proposals relating to other executive human resources matters.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. BACKGROUND

- 4.1 The Employment Committee is asked to agree to accept the appointment opportunity for the Local Government Employer’s Panel (LGEP) that is managed by the East of England Local Government Association (EELGA).
- 4.2 The Panel covers the local authorities within the East of England region.
- 4.3 The role of the Local Government Employers Panel reflects at a supra-council level the terms of reference of this Committee, which includes as an objective and power of the assembly:

“The regulation of relations between member authorities as employers and workers or trade unions and to represent the interests of member authorities as employers and carry out other regional responsibilities on behalf of local government”

4.4 It is for this reason that the appointment of a member on behalf of Peterborough City Council falls to be made by the Committee.

4.5 The full terms of reference for the Panel is attached to this report and the terms of reference for the Panel is attached to this report. Further information on the EELGA is on its website at <http://www.eelga.gov.uk/>.

5. CONSULTATION

5.1 Consultation has been carried out internally within the council.

6. ANTICIPATED OUTCOMES

6.1 It is anticipated that the Employment Committee will agree to accept the appointment opportunity, agree to its categorisation as a Strategic and Executive appointment and agree to the appointment of Councillor Walsh to the Panel.

7. REASONS FOR RECOMMENDATIONS

7.1 In accordance with paragraph 2.3.1.5 of Part 3 Section 2 of the council’s constitution, the Employment Committee is required to determine whether or not to accept any new appointment opportunities and to determine which category they should be placed.

7.2 Participation on the Panel will contribute to the council’s strategic functions and priorities and assist the council in fulfilling its executive responsibilities as an employer. The appointment will further ensure that the city council is represented at a regional level and is able to have its voice heard on matters relating to employment and skills issues.

7.3 It is recommended that the relevant member to represent the Council is the member of the Committee who is also a Cabinet Member (it is a legal requirement that the Employment Committee must contain at least one member of the Cabinet). Appointing the member of the Committee who is also the relevant Cabinet member will allow for a fuller representation of the views of the Council across the portfolio and also to report back on strategic issues to relevant bodies.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 Not to accept the appointment – this would mean that Peterborough does not contribute or share in negotiations or advice from across the region.

8.2 Place in a different category – The Strategic and Executive category is the most suitable as the organisation is relevant to employment issues across the region.

8.3 Put forward a different Member to be appointed – in her Executive role as Cabinet Member for Community Cohesion, Safety and Public Health Councillor Walsh has the employer cross-over considerations as part of her portfolio or responsibilities. The presumption also exists that seats in the strategic and executive category will be allocated to the political administration.

9. IMPLICATIONS

9.1 There are no financial implications to this decision.

9.2 The legal implications are noted in paragraph 7.1 of this report.

10. APPENDICES

- Appendix 1 - Local Government Employers Panel – Terms of Reference;
- Appendix 2 - Local Government Employers Panel 2013-14 Membership and
- Appendix 3 – The Context and Role of the Local Government Employers Panel.

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Local Government Employers Panel

Terms of Reference (SUBJECT TO REVIEW)

Overall Purpose:

To undertake the role of local authorities as employers, and in particular the functions set out below:

- (a) To represent the views of local authorities on any employment and skills issue to the Local Government Employers (LGE), IDeA and other similar bodies and to appoint representatives to serve on regional or national bodies as appropriate.
- (b) To negotiate and consult with representative employee organisations on any matter which may affect employees within the Region who are within the scope of the NJC for Local Government Services and the JNC for Local Government Craft Employees and to enter into agreements as appropriate.
- (c) To provide conciliation services for member local authorities regarding individual or collective disputes affecting employees within scope of the NJC and JNC.
- (d) To co-ordinate, as appropriate, the activities of member authorities regarding rates of pay and conditions of employment.
- (e) To liaise with or act as agent for the national LGE, the IDeA, the LGA or any other similar organisation with regard to employment and skills issues.
- (f) To represent local authority employers' interests on the East of England Regional Council for Local Government Services

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Local Government Employers Panel 2013-14:

Cllr Jim Ranger	East Herts District Council	Conservative	Jim.ranger@eastherts.gov.uk
Cllr Mandy Perkins	Welwyn Hatfield Borough Council	Conservative	Mandy.perkins@welhat.gov.uk
Cllr Andrew Moring	Southend Borough Council	Conservative	cllrmoring@southend.gov.uk
Cllr Robert Whiting	Suffolk Coastal District Council	Conservative	Robert.whiting@suffolkcoastal.gov.uk
Cllr Christopher Kemp	South Norfolk District Council	Conservative	ckemp@s-norfolk.gov.uk
Cllr Alan Melton	Fenland District Council	Conservative	meltonalan@aol.com
Cllr Irene Walsh	Peterborough City Council	Conservative	irene.walsh@peterborough.gov.uk
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The Context and Role of the Local Government Employers Panel

Why are we here?

The purpose of the East of England Local Government Association



- To provide for consultation as to the common interests of its members and for the discussion of matters relating to local government in the region
 - Members comprise the councils in Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk.
-

Priorities from the Business Plan 1



- **Coordination** - Helping local authorities work together so they are better-placed to take strategic decisions, learn from each other and prevent duplication and to champion their work nationally.
 - **Efficiency**- Working collaboratively and providing expertise to help councils transform services to deliver better value for residents.
-

Priorities from the business Plan 2



- ▶ **Improvement**- Helping councils to be self-aware and to ensure that authorities or services facing difficulty are supported by the sector.



Governance



- Full Assembly, consists of all Leaders or Elected Mayors of the members of the Association
 - Management Committee is the Chair and Vice Chair of the Association and one nominee from each political group within the Assembly.
 - Other special interest groups, panels or working groups appointed by the Management Committee on the nomination of political group leaders
-

The Role of the Local Government Employers Panel



The objectives and the powers of the assembly include;

- The regulation of relations between member authorities as employers and workers or trade unions and to represent the interests of member authorities as employers and carry out other regional responsibilities on behalf of local government.

This is done through the Local Government Employers Panel

Local Government Employers Panel Terms of Reference include



- To represent local authority employers' interests on the East of England Regional Council for Local Government Services.
 - To provide conciliation services for member local authorities regarding individual or collective disputes affecting employees within scope of the NJC and JNC.
 - To represent the views of local authorities on any employment and skills issue and to appoint representatives to serve on regional or national bodies as appropriate.
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Purpose of the Regional Council



- ▶ The object of the Council is to secure the largest measure of agreement between the Employer and Trade Union Sides regarding matters affecting the employment of those local authority employees within the Council's area who fall within scope of the National Joint Council for Local Government Services.
-

Regional Council Terms of Reference



- To negotiate and consult on any matter, which may affect relevant local authority employees within the area of the Council, and to enter into agreements, as appropriate. Questions of individual discipline shall be outside the scope of the Council.
 - To represent the views of the Council to the National Joint Council for Local Government Services and to such other regional or national bodies as may be appropriate.
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Regional Council Terms of Reference Continued



- To consider matters referred to the Council by the National Joint Council for Local Government Services and to take appropriate action regarding decisions of the National Joint Council.
 - To provide conciliation services regarding individual or collective disputes affecting employees within scope.
 - To consider and encourage the provision of training.
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Governance Review



The review of the East of England LGA undertaken in 2012 highlighted the strength of the current governance arrangements but recommended:

“that a clear and transparent governance structure be developed and maintained at the heart of the new arrangements with the East of England Assembly having overarching decision making supported by the Management Committee”

Joint Secretaries



- The Council shall appoint two Joint Secretaries (one of whom shall be nominated by the Employers' Side and the other by the Trade Union Side), and such other officers as it may think fit.
 - Local differences will be referred to the Joint Secretaries for settlement
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