

EMPLOYMENT COMMITTEE

THURSDAY 20 NOVEMBER 2014
3.00 PM

Bourges/Viersen Rooms - Town Hall

AGENDA

Page No

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.

3. **Minutes of the Meeting Held on:**

3.1 **28 August 2014** 3 - 4

3.2 **3 September 2014** 5 - 6

3.3 **11 September 2014** 7 - 8

3.4 **Minutes of the Employee Appeals Sub-Committee Meeting Held on 11 September 2014** 9 - 10

4. **Governance Senior Management Structure: Proposed Job Descriptions and Job Evaluation Process** 11 - 18

5. **Senior Management Pay Review** 19 - 28



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<http://democracy.peterborough.gov.uk/documents/s21850/Protocol%20on%20the%20use%20of%20Recording.pdf>

Committee Members:

Councillors: M Nadeem (Chairman), J Holdich (Vice Chairman), W Fitzgerald, M Cereste, N Khan,
C W Swift and N Sandford

Substitutes: Councillors: P Thacker, N Shabbir, J Okonkowski and Davidson

Further information about this meeting can be obtained from Philippa Turvey on telephone 01733
452460 or by email – philippa.turvey@peterborough.gov.uk

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 28 AUGUST 2014**

Members Present: Councillors Nadeem (Chairman), Councillor Fitzgerald, Councillor Lamb, Councillor Swift, Councillor Sandford, Councillor Khan

Officers Present: Jana Burton, Executive Director of Adult Social Care, Health and Wellbeing
Janet Bosworth, HR Manager Adult Social Care, Health and Wellbeing
Philippa Turvey, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Cereste and Holdich.

Councillor Lamb was in attendance as substitute.

2. Declarations of Interest

There were no declarations of interest.

3. Proposed Job Description of Consultant in Public Health / Consultant in Public Health Medicine and Determination of Salary – Part 1

The Director of Adult Social Care, Health and Wellbeing presented a report to the Committee which provided detail in relation to the job description for the post of Consultant in Public Health / Consultant in Public Health Medicine.

The report sought the Committee's approval for the proposed job descriptions and provided an opportunity for the Committee to ensure that the role had a job description which accurately reflected the work undertaken and the standards expected of the post holder.

RESOLVED that the proposed job description and person specification for the post of Consultant in Public Health/Consultant in Public Health Medicine (Consultant) as set out in Appendix 1 to the report, be agreed.

Reasons for the decision:

The proposed changes were to ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

4. Exclusion of Press and Public

In accordance with Standing Orders, Members were asked to determine whether appendix 3 to agenda item 4, 'Proposed Job Description of Consultant in Public Health / Consultant in Public Health Medicine and Determination of Salary' and agenda item 5, 'Interviews for the Position of Consultant in Public Health / Consultant in Public Health Medicine', which contain exempt information relating to individuals and 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 Paragraphs 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 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 appendix 3 to agenda item 4 and agenda item 5.

5. Proposed Job Description of Consultant in Public Health / Consultant in Public Health Medicine and Determination of Salary – Part 2

As agreed at agenda item 4, the meeting moved into exempt session.

The Director of Adult Social Care, Health and Wellbeing presented a report to the Committee which asked the Committee to adopt the NHS Terms and Conditions for the role of Consultant in Public Health / Consultant in Public Health Medicine and to determine the appropriate salary for this post.

RESOLVED:

1. That the NHS Terms and Conditions for this role be adopted, for the reasons set out in Section 5 of the report; and
2. The appropriate salary for this post, having regard to the factors set out in Section 6 of the report.

Reasons for the decision:

The proposed changes were to ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

6. Interviews for the Positions of Consultant in Public Health / Consultant in Public Health Medicine

One candidate was interviewed for the position of Consultant in Public Health / Consultant in Public Health Medicine.

RESOLVED: to appoint Katherine Hartley to the position of Consultant in Public Health / Consultant in Public Health Medicine.

Chairman
2:15pm – 2:35pm

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 3 SEPTEMBER 2014**

Members Present: Councillor Nadeem (Chair), Councillor Holdich (Vice-Chair) Councillor Fitzgerald, Councillor Lamb, Councillor Swift, Councillor Khan

Officers Present: Jana Burton, Executive Director of Adult Social Care, Health and Wellbeing
Janet Bosworth, HR Manager Adult Social Care, Health and Wellbeing
Philippa Turvey, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillor Cereste and Sandford.

Councillor Lamb 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, Members were asked to determine whether appendix three to agenda item four, 'Proposed Job Description of Director of Public Health and Determination of Salary' and agenda item five, 'Interviews for the Position of Director of Public Health', which contain exempt information relating to individuals and 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 Paragraphs 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 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 appendix three 'Benchmarking Information' of item four, 'Proposed Job Description of Director of Public Health and Determination of Salary', and item five, 'Interviews for the position Director of Public Health'.

4. Proposed Job Description of Director of Public Health and Determination of Salary

The Director of Adult Social Care, Health and Wellbeing presented a report to the Committee which provided detail in relation to the job description for the post of Director of Public Health.

The report sought the Committee's approval for the proposed job descriptions and provided an opportunity for the Committee to ensure that the role had a job description which accurately reflected the work undertaken and the standards expected of the post holder.

The Committee were advised that the Job Description for Director of Public Health, and any subsequent appointment to the post, were subject to approval from the Secretary of State. For this reason Public Health England were involved in the appointment process and would be represented at the interview for the position.

It was clarified that in order to avoid any equal pay claims, the Council's own pay policy would need to be considered as far as possible. However, to remain competitive to

potential candidates, the Council needed to ensure that the NHS Terms and Conditions be accorded with.

RESOLVED (unanimously) that:

1. The proposed job description and person specification for the post of Director of Public Health, as set out in Appendix 1 to the report, be agreed; and
2. The NHS Terms and Conditions for this role be adopted, for the reasons set out in Section 5 of the report.

Reasons for the decision:

The proposed changes were to ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

As agreed at agenda item 4, the meeting moved into exempt session.

The Director of Adult Social Care, Health and Wellbeing presented information to the Committee regarding the determination of the appropriate salary for the post of Director of Public Health.

RESOLVED (unanimously) the appropriate salary for this post, having regard to the factors set out in Section 6 of the report and subject to ratification by full Council.

Reasons for the decision:

The proposed changes were to ensure the Council operated within frameworks that were lawful, best practice, transparent and consistent.

5. Interviews for the Director Public Health

A candidate was interviewed for the position of Director of Public Health.

RESOLVED: to appoint Dr Henrietta Ewart to the position of Director of Public Health.

Chairman
2:00pm - 2:25pm

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 11 SEPTEMBER 2014**

Members Present: Councillors Nadeem (Chair), Cereste, Peach, Shabbir and Swift.

Officers Present: Simon Machen, Executive Director of Growth and Regeneration
Mike Kealey, Advisor to HR
Mandy Pullen, HR Manager, Communities and Growth and Regeneration
Philippa Turvey, Senior Governance Officer

1. Apologies for Absence

Apologies for absence were received from Councillors Holdich, Fitzgerald, Khan and Sandford.

Councillors Shabbir and Peach were in attendance as a substitutes.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Meeting held on 3 July 2014

The Minutes of the meeting held on 3 July 2014 were agreed as a true and accurate record.

4. Exclusion of the Press and Public

In accordance with Standing Orders, Members were asked to determine whether agenda item 6, 'Appointment to the Posts of Head of Service for Sustainable Growth Strategy; Head of Service for Peterborough Highway Services and Head of Service for Development and Construction and Determination of Salary', 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 Paragraphs 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 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 6.

5. Growth and Regeneration Directorate Service Review

The Director of Growth and Regeneration introduced a report which provided an opportunity for the Committee to review the Growth and Regeneration restructure. Members of the Committee were also advised that the purpose of the report was also to ensure that all senior management roles have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

Key points highlighted within the report included:

- Following the Senior Management Restructure, a restructure within the Directorate was required to ensure sufficient capacity was available.

- Report covered three posts; Head of Services for Sustainable Growth Strategy, Head of Services for Peterborough Highway Services and Head of Service for Development and Construction.
- The proposed job descriptions for these posts were included as appendices to the report.

RESOLVED that Employment Committee:

- i) Had reviewed the Growth and Regeneration restructure proposals and response to consultation and approved the structure; and
- ii) Agreed the three proposed job descriptions for the Deputy Chief Officer posts in Growth and Regeneration.

Reasons for the decision

These proposed changes were to ensure that Council operated within frameworks that were lawful, best practice, transparent and consistent.

6. Appointment to the Posts of Head of Service for Sustainable Growth Strategy, Head of Service for Peterborough Highway Services and Head of Service for Development and Construction and Determination of Salary

As agreed at agenda item 4, the meeting moved into exempt session.

The Director of Growth and Regeneration introduced a report which asked the Committee to appoint to the posts of Head of Service for Sustainable Growth Strategy, Head of Service for Peterborough Highway Services and Head of Service for Development and Construction, and to determine the terms and conditions of employment.

RESOLVED that Employment Committee:

- i) Confirmed the appointments to the posts as set out in the report; and
- ii) Determined the appropriate remuneration for the posts set out in the report.

Reasons for the decision

The proposed slotting was in accordance with Peterborough City Council's policy to support the redeployment of staff.

Chairman
3.00pm – 3:20pm

**Minutes of a Meeting of the Employee Appeals Committee
held at the Town Hall, Peterborough on 11 September 2014**

Members Present: Councillors Holdich O.B.E, Thacker M.B.E and Khan M.B.E.

1. Appointment of Chair

RESOLVED that Councillor Holdich be appointed as Chair of the Sub-Committee for the duration of the meeting.

2. Apologies for Absence

No apologies for absence were received.

3. Declarations of Interest

There were no declarations of interest.

4. Exclusion of the Press and Public

In accordance with Standing Orders, Members were asked to determine whether agenda item 5, 'Appeal Against Dismissal' which contained exempt information as defined by Paragraph 1 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 item was discussed or whether the public interest in disclosing this 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, 'Appeal Against Dismissal'.

5. Appeal Against Dismissal

The Chair detailed the procedure to be followed for this appeal. The hearing then commenced in accordance with the agreed procedure.

RESOLVED that, considering all the evidence, the original decision was upheld.

The parties would receive the decision in writing within 7 working days.

Chairman
10:30am – 1:35pm

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EMPLOYMENT COMMITTEE	AGENDA ITEM No. 4
20 November 2014	PUBLIC REPORT

Contact Officer(s):	Kim Sawyer, Director for Governance	Tel. (01733) 452361
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GOVERNANCE SENIOR MANAGEMENT STRUCTURE: PROPOSED JOB DESCRIPTION AND JOB EVALUATION PROCESS

RECOMMENDATIONS	
FROM : Director for Governance	
It is recommended that Employment Committee agrees the proposed job description for a newly created post in the Governance Directorate (Appendix 1).	

1. ORIGIN OF REPORT

1.1 This report follows the senior management restructure which took effect in November 2013.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Employment Committee with the opportunity to ensure that all roles, which have been newly created as a result of the senior management proposal, have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service, and determine terms and conditions of employment'.
- No. 2.3.1.5 'To consider, and recommend appropriate actions where necessary in response to executive proposals relating to: (a) changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'.

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 Process for Creating / Amending Job Descriptions

4.1.1 The Governance Department was created out of the senior management restructure which was finalised by November 2013. The Governance Department consists of a number of services: Legal, Governance, HR, Performance Management, Communications and Regulatory Services. The Director of Governance has been exploring the best means of combining these services to provide a leaner management tier. The Commercial Operations

team has recently joined the Governance department which offers further opportunities for a more streamlined structure. This new structure therefore brings together the Head of Legal Services post (vacant), deputy monitoring officer role and the former Head of Governance role to create an Assistant Director for Legal & Democratic Services.

4.1.2 A detailed job description for the newly created Assistant Director post was written by the Director of Governance, in conjunction with the Senior Human Resources Business Partner using a standard template to ensure consistency and to facilitate the evaluation process.

4.1.5 In drafting the job description, careful consideration was given to the competencies required, such as leadership and performance. In addition, the job description identifies common skills and experience, which are deemed necessary to operate successfully at a senior level within Peterborough City Council. Please refer to Appendix 1 for the draft job description.

5. JOB EVALUATION PROCESS

5.1 The grading of posts at Head of Service level and above at Peterborough City Council is determined by reference to the Hay Group Job Evaluation Method, which is applied to determine the relative size and importance of jobs within the Council as well as their difficulty.

5.2 The job evaluation process is the same as that applied to the Director roles presented to committee previously.

6. JOB EVALUATION OUTCOMES / NEXT STEPS

6.1 The draft job description in Appendix 1 has been reviewed by Hay to provide an indicative point score. The point scores will not be finalised until the job descriptions are agreed by Employment Committee and any recommended changes are implemented.

6.2 Once Hay have confirmed the evaluation outcomes, the post of Assistant Director for Legal and Democratic Services will be advertised in accordance with Council policy and individuals will have the opportunity to apply. Interviews will be conducted by Employment Committee.

7. IMPLICATIONS

7.1 This paper deals with a senior management post within the Governance directorate. The proposed job descriptions will be subject to independent evaluation by Hay, as with all job descriptions for posts at Head of Service level or above across the Council. As a result, there should be no implications for any other area, as all senior management posts will be subject to the same evaluation process, ensuring consistency, equitability and fairness in the evaluation of senior manager roles at Peterborough City Council.

8. CONSULTATION

8.1 No unions are recognised for collective bargaining purposes for senior managers however the trade unions have been notified. No staff are impacted by the proposals so individual consultation is not necessary.

9. ANTICIPATED OUTCOMES

9.1 The Council will have detailed job descriptions in place for its senior managers within the Governance directorate, which clearly define the scope of the role and the associated accountabilities and responsibilities as well as the knowledge, skills and experience required on the part of the post holder to successfully perform in the role.

9.2 The Council can be reassured that a rigorous job analysis and evaluation process was undertaken in relation to the grading of the senior management post considered in this paper.

9.3 Through the implementation of an independent and rigorous job evaluation process, the Council can demonstrate credibility, discipline and fairness in managing its resources and will be able to maintain equity within its compensation processes and minimise the risk of equal pay issues.

10. REASONS FOR RECOMMENDATIONS

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

11. ALTERNATIVE OPTIONS CONSIDERED

11.1 This report details the proposal to create a new role of Assistant Director for Legal and Democratic Services which combines the Head of Legal Services post (vacant), deputy monitoring officer role and the former Head of Governance role in order to deliver the required financial savings. Failure to revise and evaluate the new job description could lead to inconsistencies and inequalities.

12. BACKGROUND DOCUMENTS

12.1 JNC Chief Officer Handbook

13. APPENDICES

- Appendix 1: Job description

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Job Description

JOB TITLE: ASSISTANT DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

REPORTS TO: DIRECTOR OF GOVERNANCE

Job Purpose

Responsible for safeguarding the interests of the Council by providing strategic legal advice and support to the Council, Chief Officers and Elected Members on sensitive and highly complex legal matters through the provision of high quality, timely and appropriate legal advice and the establishment of effective legal frameworks and procedures to regulate decision making.

To act as the Deputy Monitoring Officer for both Peterborough and Rutland Councils, to be responsible for ensuring that the Councils fulfil their lawful obligations and statutory duties in accordance with the Local Government and Housing Act 1989.

To provide legal services to external partners and advice and assistance to the Council's wholly owned companies.

To lead the Legal and Democratic service teams, ensuring each specialist area achieves the relevant statutory duties and legislative obligations.

To be a full participating member of the Governance Departmental Management Team (DMT) driving strategy and performance and identifying and championing the delivery of the Governance directorate's vision and strategy.

Organisation

The Assistant Director for Legal and Democratic Services reports directly to the Director of Governance. The post holder will be responsible for approx. 47 employees split across:

- Legal Services teams including Children's Safeguarding, Adult Social Care, Education, Health and Litigation, Procurement and Contracts, and Growth and Regeneration
- Democratic Services including Members Services, Scrutiny Services, Civic Office and Mayoral Support
- Elections

It is anticipated there will be up to 4 direct reports.

The Assistant Director is also required to hold a number of statutory roles including Statutory Scrutiny Officer, Deputy Electoral Registration Officer and Deputy Returning Officer.

Peterborough City Council operates a shared legal service with Rutland County Council. The Assistant Director is required to lead on the shared legal service, acting as the Deputy Monitoring Officer and Head of Services for Rutland County Council, as well as delivering on the full range of county and district functions in accordance with constitutional delegations.

Principal Accountabilities / Responsibilities

- Provide high quality legal advice to the Council, Chief Officers and Elected Members to underpin effective decision making, meet statutory requirements and ensure good general practice. This involves interpretation of the law and best practice for all of the Council's service delivery functions.
- To establish and be accountable for the legal and governance frameworks.
- Advise on the legal framework within which the Council operates ensuring that all member and officer decision making is within the Council's legal powers.
- Deliver a wide range of sensitive and high profile cases including new initiatives, policy development, major projects, constitutional issues, standards, ethics, corporate governance, corporate legal issues and other complex administrative areas of public law.
- Provide legal advice to Regulatory Committees, Scrutiny Committees, Audit Committee and in the absence of the Director of Governance to Cabinet and Council.
- Interpretation of the legal powers of the Committee, provide advice on its decision making powers and the process and limitations applied to the remit of the Committee.
- To contribute to corporate programme boards which develop strategy and policy, implement programmes and projects and monitor performance.
- To advise the Council on new legislative requirements and implement changes where required.
- To lead, develop and improve the delivery of legal services for Peterborough City Council, Rutland County Council and Legal Services to external clients.
- To actively pursue opportunities for shared legal services or other non-profit income opportunities.
- Develop and deliver strategies for the delivery of legal services so as to increase efficiencies and increase external income, as well as strengthen the resilience of the legal advice provided.
- To ensure that the Council's corporate governance framework is robust and effective and that there are effective and efficient systems and processes in place to ensure that the Council operates high ethical standards and governance.
- To advise Members and Officers on the constitution and on decision making process for councillors and officers across the shared legal service.
- To lead the democratic and mayoral services team to support the councillors in effective policy development and decision making.
- Provide advice on corporate governance responsibilities and ensure all elected members at Peterborough City Council are supported in the democratic process and that there is effective member engagement through adherence to ethical and legal principles.
- To lead the delivery of support to the Council's elected members ensuring they are developed, remunerated, engaged with and provided with IT solutions in order to carry out their role as elected Councillors.
- To provide training to elected Members and senior officers on all aspects of the service and also on emerging legal issues.
- To assist in the investigation of complaints against members including acting as a legal advisor to the Hearings Panel.
- To oversee the service complaints process to ensure final decisions on complaints are robust before sign off by Director of Governance.
- To oversee the electoral process to ensure it is delivered lawfully to allow the citizens of Peterborough to tender their vote and retain confidence in the integrity of the system.
- To lead the Civic Office to ensure that the Mayoral function is enabled and is constitutionally robust, contributing positively to the city's image and reputation.
- To ensure that a system of continuous review and improvement is embedded within the service so that "traditional thinking" is challenged and innovation pursued.
- To contribute to the management of the council at a senior level and actively participate in the departmental management team and other corporate groups by contributing to the achievement of the Authority's strategic aims and continuously improving its performance, understanding the council's priorities and ambitions and driving continual improvements within the service.
- To participate or lead on corporate projects and contribute to the development of corporate policies and strategic decision making as required.

- To promote innovation, efficiency and customer focus in service delivery.
- Deliver Mayor's public events –such as Remembrance Sunday, conferring Freedom of the City and Holocaust Memorial Day

Leadership

- To support and deputise for the Director of Governance.
- To lead and direct the Legal and Democratic service teams to ensure that the Council's core values and strategic aims are achieved by providing a clear sense of purpose and direction in order to motivate and develop employees to achieve high performance.
- To develop and maintain a positive working environment encouraging active involvement of staff in shaping the development and delivery of capable and timely services and promotion of equal opportunities.
- Actively encourage innovation and creativity across the team, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To act as an ambassador for the Council, promoting and developing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.

Performance and Risk Management

- Evaluate, review and report performance of Members, Stakeholders and Auditors (internal and external) to the Monitoring Officer.
- Report compliance with the relevant legal, financial and procurement requirements and frameworks across the Council to the Monitoring Officer.

Financial Management

- Indirectly responsible for the lawful expenditure of the Council's entire budget.
- 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.
- During the election period, additional budgetary responsibility for up to 600 additional staff.

Job Knowledge

- Qualified Solicitor or Barrister with full practising certificate and extensive and substantial evidence of up to date continuous professional development.
- Advanced knowledge of constitutional and democratic process matters, including electoral practice and governance procedures.
- Understanding of all aspects of local government law: in particular the structural frameworks of local authorities, the limitations of powers, understanding the scope of judicial review and general compliance powers and the corporate governance frameworks which underpins all decision making across the Council.
- Substantial practical and procedural knowledge of public sector practice, the political environment and statutory obligations across the organisation as a whole.
- A strong understanding of the financial framework governing local authority activities.
- Advanced knowledge of information governance including protection of data, sensitive and confidential information, and access to records with the ability to apply public interest arguments to the use of sensitive information.
- A strong understanding of local government reporting procedures.
- An understanding of the contemporary public change agenda.

Experience

- Extensive experience of operating as a senior manager in a complex legal service environment which incorporates decision making, strategic and business planning.
- Proven experience of influencing strategic policy direction within a large complex organisation

such as local authorities.

- Proven track record of leading strategic policy formulation, decision making and resources allocation and of problem solving and meeting objectives at a senior level. A demonstrated ability to advise members of policy options, determine priorities and to communicate a clearly recommended way forward.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members.
- Evidence of developing and encouraging innovative ideas to drive improvement in the delivery of services.
- Extensive experience of managing a diverse team at a senior level and providing leadership and direction across a range of service. Evidence of high level leadership with ability to impact, motivate, influence and develop others.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Significant experience of the preparation, management and control and targeting of budgets, ensuring priorities and targeting of resources to achieve maximum value for money and income generation.
- Experience of identifying ways in which services can be delivered more efficiently by ensuring that the processes used and the resources needed to apply those processes, provide the optimum route to achieve cost-effective solutions.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.

Skills

- Ability to negotiate complex matters of high value, translating those matters into action that best represents and protects the interests, desires and good governance of the authority.
- Ability to relate to and win the confidence, trust and respect of Members, Colleagues, Partners and the wider community.
- Ability to think strategically and to work with Elected Members to translate political vision into operational programmes.
- Ability to operate in a complex, political, environment and act decisively within the context of accurately analysing risk and benefits of different courses of action.
- 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.
- Ability to devise innovative solutions to significant and complex legal problems.
- 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 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.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practise.

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.

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
20 NOVEMBER 2014	PUBLIC REPORT

Contact Officer(s):	Mike Kealey, Advisor to Human Resources	Tel. 384500
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SENIOR MANAGEMENT PAY REVIEW

R E C O M M E N D A T I O N S
<p>Employment Committee is asked:</p> <ol style="list-style-type: none"> 1. revisit the decisions it made on senior officer's salaries at its meeting on 3 February 2014; 2. make any recommendations on changes, as it sees fit, including reducing senior officer pay.

1. ORIGIN OF REPORT

- 1.1 This report is submitted to the Committee following a referral from Council meeting on 16 April 2014.

2. PURPOSE AND REASON FOR REPORT

- 2.1 At its meeting on 16 April 2014, Council received its annual report on the Council's Pay Policy. Following a debate Council adopted the Pay Policy Statement for 2014/15, noted the decisions made by this Committee in relation to the Senior Management Pay Review and asked this Committee to revisit senior officer's salaries in this municipal year. Council further requested this Committee, once it had revisited these salaries, to make any recommendations it saw fit, including reducing senior officer's pay.
- 2.2 This report sets out the detailed process which Employment Committee adopted to set senior officer pay which will now enable the Committee to revisit its decisions. This report also provides legal and HR advice should the Committee wish to consider any changes to its original decisions.

3. SENIOR MANAGEMENT RESTRUCTURE: APRIL 2013

- 3.1 The Chief Executive commenced a senior management structure in April 2013 through the publication of a consultation document which went to all Directors, Heads of Service and Assistant Directors as well as other managers who were affected by the proposals. Before the consultation document was published, the Chief Executive saw all managers affected by the proposals personally. The Cabinet and Group Leaders were informed of the consultation prior to the publication of the proposals and they were also briefed on the outcome of the consultation and how the Chief Executive intended to change her proposals as a result of the consultation. Trade Unions were also consulted on the proposals, even though none of the Trade Unions are recognised for consultation purposes with senior managers.
- 3.2 After the consultation period closed, further time was taken to finalise the proposals as a result of a health check which was conducted on the Council's asset management arrangement. The outcome of the health check required further structural changes to be made to the senior management restructure. Rather than do a second senior management restructure, the Chief Executive decided to incorporate the findings of the health check into

the original restructure proposal. This meant that the final document prepared by the Chief Executive was not ready until September 2013.

- 3.3 As a result of the restructure, a number of decisions were required by this Committee to implement the restructure. Therefore, on the 16 September 2013, the Chief Executive arranged for an informal briefing of Employment Committee to set out the steps the Committee needed to take to implement the senior management restructure. The Chief Executive also sought informal views from the Employment Committee about recruitment to the new roles and the Committee expressed a preference for the roles to be advertised internally initially to see if the posts could be recruited from the Council's own workforce, thereby supporting the Council's succession planning policies as well as avoiding expensive recruitment costs.

4. EMPLOYMENT COMMITTEE - 27 SEPTEMBER 2013

- 4.1 Employment Committee considered a report which set out the changes the Chief Executive proposed to make to the senior management structure and which asked this Committee to recommend any appropriate actions which they considered necessary to the proposals prior to their implementation by the Chief Executive under her delegated powers.
- 4.2 Employment Committee considered the changes proposed by the Chief Executive but did not recommend any specific actions in response to the proposals prior to the implementation by the Chief Executive under her delegated powers except for a change in the titles of two of the posts. The Committee thanked the Chief Executive and Head of Human Resources for the extensive amount of work which had been undertaken on the proposals. The changes proposed by this restructure were also reported to Council, as required by the Constitution, at its meeting of 9th October 2013.

5. EMPLOYMENT COMMITTEE - 11 OCTOBER 2014

- 5.1 Following the Employment Committee of 27 September 2013 the Chief Executive exercised her delegation to confirm the new senior management structures and commence drafting job descriptions for the new roles. The job descriptions and person specifications were presented to the Employment Committee for the new role of Director of Communities, Director of Growth and Regeneration and Director of Governance. Job descriptions for four existing posts were also presented for approval due to changes in those roles since they were last approved by Employment Committee. These roles were the Chief Executive, Executive Director: Resources, Executive Director: Children Services and Executive Director: Adult Social Care, Health and Wellbeing. All the job descriptions were approved and it was noted that each of the roles would be evaluated under the council's job evaluation method provided by the HAY Group. The committee were advised that once the jobs were evaluated, senior managers would be informed and then given the right to appeal against any evaluations score through a proper appeals process.
- 5.2 This committee also received a report, discussed in an exempt session, to agree to commence consultation with senior managers regarding the implementation of a revised senior management pay scale. The previous senior management pay scale had been in place for a number of years, during which neither the pay scale nor the pay bands had been reviewed. In line with the council's pay policy, national pay increases agreed by the joint negotiating committee (JNC, for Chief Officers) were applied over this period with a last increase agreed by the JNC taking effect in 2008.
- 5.3 Over the intervening period the local government landscape had changed radically, partly due to the austerity measures of government and partly through adopting new ways of working, with many services now being provided externally. As a result the local government job market had changed significantly since the pay scales were originally designed.
- 5.4 In addition, evidence from recruitment campaigns over the last 24 months has suggested that the council's pay scale did not have sufficient flexibility to attract and retain high calibre

candidates for most senior posts within the council. As a result, the council had to, in some cases step outside the structure of the pay scale banding in order to secure the high profile and critical post within the authority, predominantly within children services.

- 5.5 Given the need to control employment costs in line with the budgetary requirements and taking into account the factors above, it was felt that it was essential to review the senior management pay scale to enable the council to be confident that salaries of senior managers properly reflect the current market conditions in which recruitment takes place and in which local government now operates.
- 5.6 This committee accepted the basis on which a pay review should be conducted and agreed to commence consultation with senior managers. The consultation commenced on the 18 October 2013 where all senior managers affected by the senior manager pay scale were sent the consultation document.
- 5.7 The consultation document was prepared with professional input from the HAY Group who were engaged to assist the 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 was competitive when benchmarked against comparable organisations. The HAY Group involvement was to ensure independence and impartiality to the review process as recognised experts in this field. The HAY Group were also able to bring benchmarking information of the current position within the local government, not for profit sectors as well as the private sector (excluding financial services). Having reviewed this information, it was decided, in the consultation document to reflect pay scales which were a blend between current rates in local government and rates in the not for profit sector. The latter was chosen because local government staff often look to the not for profit sector for employment. Employment Committee were also able to see benchmarking data from the private sector which indicated a significant pay differential that would result if the council included the private sector pay data which would considerably inflate salaries. Private sector pay scales were not included in the consultation document.

6. CONSULTATION PROCESS FOR SENIOR MANAGER PAY SCALES

- 6.1 As stated above consultation on the pay scales started on the 18 October 2013 and finished on the 18 November 2013 which all senior managers affected being sent the consultation paper. During this period individuals had the opportunity to request a one to one meeting, or to submit feedback in writing or verbally. Following the closure of the consultation period all senior managers were written to, provided with a response to the concerns they had raised and setting out the proposed recommendations for Employment Committee. Although no trade unions are officially recognised for consultation purposes for senior managers, the proposals regarding the pay scale were shared with the Joint Consultative Forum (JCF) at their meeting on 17 October 2013.

7. EMPLOYMENT COMMITTEE - 23 OCTOBER 2013

- 7.1 Following the approval of the job descriptions and person specifications, the new roles in the senior management restructure were advertised internally and interviews took place on 23 October 2014 for the roles of Director of Communities, Director of Governance, the Executive Director of Adult Social Care, Health and Wellbeing and the Director of Growth and Regeneration. All the posts were recruited from internal candidates and the outcome was as follows:-

- Simon Machen was promoted to the post of Director of Growth and Regeneration from the role of Head of Planning, Transport and Engineering
- Kim Sawyer was promoted to the role of Director of Governance from the role of Head of Legal Services
- Wendi Ogle-Welbourn was promoted to the role of Director of Communities from the role of Assistant Director for Strategy, Commissioning and Prevention
- Jana Burton was promoted to Director of Adult Social Care, Health and Wellbeing from the post of Director of Adult Social Care.

7.2 Whilst the appointments were made to these roles, salaries were not fixed, as the Employment Committee had only the week before, commenced the consultation on the new pay scales. Employment Committee agreed to meet, following the consultation period to approve the new senior managers pay scale and to award salaries to all those within the remit of the restructure as a result of the job evaluation process.

8. EMPLOYMENT COMMITTEE - 3 FEBRUARY 2014

8.1 This committee meeting was held to finalise the steps required to fully implement the senior management restructure. The first part of the meeting approved a range of recommendations to implement a senior manager pay scale and the second part of the meeting, in exempt session, determined the salaries to be paid to the Chief Executive and other Directors within the senior management restructure.

8.2 The committee received the outcome of the consultation on the senior manager pay scales and decided the following with respect to the new senior manager pay scale:-

- That the pay scale should consist of 7 pay bands, each pay band being based on the market median (the 50th percentile using local government and not for profit bench mark data), with a band width of plus/minus 10%.
- Salaries could be set at any point within the pay band so that there are no set points within the pay bands.
- A pay band should be designated numerically from 1 to 7, with pay band 1 being the highest and pay band 7 being the lowest.
- Each pay band should correspond to a range of points under the HAY evaluation scheme and the evaluated point for each post determines the applicable pay band.

8.3 Once the committee had determined the senior manager pay scales they also went on to make other decisions to support the implementation of these pay bands and as a result the following was agreed:-

- To develop a progression related pay mechanism for senior managers
- To award pay protection for senior managers on the same basis as employees on the NJC scheme.
- To approve a job evaluation appeal process for senior managers.
- To approve guidance for assigning senior managers salaries on the approved pay scale.
- To assign new job titles for senior management posts.

8.4 Once the above matters had been decided Employment Committee was then able to go in to exempt session and determine the salaries to be awarded to the relevant post. It took each post in turn and proposed appropriate salaries, based on the pay scale and guidance for setting salaries. At the end of this process the committee were advised that the salary and the job evaluation score would be notified to the relevant post holders and they would be asked to signify their agreement to these changes to their terms and conditions. The committee were informed that once all post holders had agreed to these matters the decisions of the employment committee could be published.

9. ACTIONS FOLLOWING EMPLOYMENT COMMITTEE ON 3 FEBRUARY 2014

9.1 Following the decision made by Employment Committee on 3 February 2014, each post holder was written to with the outcome of their evaluation and the proposed salary awarded by Employment Committee. No post holder appealed against their job evaluation score or challenged the award of the salary and so publication of the salaries took place at the Council meeting on 16 April 2014. The decisions were reported to the Council meeting and are set out below.

9.2 Chief Executive

The post of Chief Executive was allocated a point score of **2128** points under the Hay job evaluation scheme.

This places the post in Pay Band 1 of the new pay scale, with a point range of 1801 - 2140 points and a band width of £153,000 - £187,000. The median point on Pay Band 1 is £170,000.

Employment Committee decided to maintain the post-holder's existing salary level and awarded a salary of **£170,175** per year.

9.3 **Executive Director Resources**

The post of Executive Director Resources was allocated a point score of **1560** points under the Hay job evaluation scheme.

This places the post in Pay Band 2 of the newly proposed pay scale, with a point range of 1508 – 1800 points and a band width of £127,014 - £155,240. The median point on Pay Band 2 is £141,127.

Employment Committee decided to set salary at the median point and awarded a salary of **£141,127** per year.

As Executive Director Strategic Resources the post-holder, John Harrison, was previously paid £121,192 per year. The additional responsibilities resulting in an increase in salary to £141,127 per year for the post of Executive Director Resources are set out in detail underneath.

Back Pay Claim

As referenced earlier in this paper (Section 2.2.5), the external evaluation of the job description for the post of Executive Director Resources resulted in a point score (1560 points), which fell outside the scope of the previous pay scale (the maximum point score on the Director 1 band on the previous pay scale was 1507 points).

Employment Committee considered that the increase in responsibilities in relation to this post had in fact accumulated over a number of years as detailed underneath:

- Business Transformation – Created in 2006.
- Programme and Project Management and Performance Management - Transferred in 2007.
- Waste Strategy and Energy from Waste Projects - Transferred in 2007.
- Registration Service - Transferred in 2007.
- Former 'Leisure Services' - Transferred in September 2009 including responsibility for Vivacity services, cemeteries and crematorium services.
- City Services - From April 2009 the post-holder had responsibility for developing and letting contract and from March 2011 the post-holder took on contract responsibility for Enterprise (now Amey).
- Energy – Transferred in 2011 which included renewable generation, efficiency and creation of Esco.

- Miscellaneous – Over the period responsibility taken on for Westcombe Engineering and business support services to all departments.

The post-holder submitted a request in February 2008 to have his role re-evaluated but despite this request, an evaluation was not undertaken at that time.

A careful analysis of the responsibilities added to the post has been undertaken and from this it has been evidenced that the additional responsibilities undertaken up to early 2011 would not have been sufficient to trigger a job evaluation point score above the ceiling for the 'Director 1' pay band within the previous pay scale.

It was however recognised by Employment Committee that back pay should be awarded from 1 April 2011, as the accumulated responsibilities from this date onwards would have resulted in a job evaluation point score above the maximum on the Director 1 band on the previous pay scale.

Custom and practice would dictate that the post-holder's grading and pay would normally have been reviewed at this point but unfortunately no mechanism existed within the pay scale to enable this increase in responsibilities to be reflected by a corresponding increase in pay band or spinal column point.

Taking this into account and to maintain equity and fairness in the pay system, Employment Committee agreed a backdated pay award of **£31,563.75** for the period from 1 April 2011 to 31 October 2013.

9.4 **Executive Director Children's Services**

The post of Executive Director Children's Services was allocated a point score of **1418** points under the Hay job evaluation scheme.

This places the post within Pay Band 3 of the newly proposed pay scale, with a point range of 1261 - 1507 points and a band width of £103,811 - £126,880. The median point on Pay Band 3 is £115,345.

Employment Committee decided to maintain the post-holder's existing salary level and awarded a salary of **£125,000** per year.

9.5 **Executive Director Adult Social Care and Health and Wellbeing**

The post of Executive Director Adult Social Care and Health and Wellbeing was allocated a point score of **1418** points under the Hay job evaluation scheme.

This places the post within Pay Band 3 of the newly proposed pay scale, with a point range of 1261 - 1507 points and a band width of £103,811 - £126,880. The median point on Pay Band 3 is £115,345.

Employment Committee then considered the supplementary market data presented, which confirmed that similar roles in comparable local authorities are currently paid at a rate above the applicable pay band for this post. This data was collated by the research team at Gatenby Sanderson, an independent, external, specialist search and selection company.

Employment Committee determined that it did not wish to compromise the pay system by awarding a salary, which sat outside the applicable pay band for the post. It therefore decided to set salary at the median point of the pay band at **£115,345** per year but also awarded the post holder a market supplement of **£20,000** per year.

The market supplement was awarded for an initial period of two years with effect from 1 November 2013 and is subject to annual review thereafter, in accordance with the council's Market Related Pay Policy.

Post Holder

Jana Burton, Executive Director Adult Social Care and Health and Wellbeing

Previous Role (Tier 1, Director of Adult Social Care)

The post-holder previously held the post of Director of Adult Social Care and was paid £110,235 per year.

New Role (Tier 1, Executive Director Adult Social Care and Health and Wellbeing)

In her new role as Executive Director Adult Social Care and Health and Wellbeing the post-holder is paid a base salary of £115,345 per year and is responsible for:

- Adult Social Care.
- Public Health.
- The Health and Wellbeing agenda.

9.6 **Director for Communities**

The post of Director for Communities was allocated a point score of **1418** points under the Hay job evaluation scheme.

This places the post within Pay Band 3 of the newly proposed pay scale, with a point range of 1261 - 1507 points and a band width of £103,811 - £126,880. The median point on Pay Band 3 is £115,345.

Employment Committee decided to set the salary at the median point and awarded a salary of **£115,345** per year.

Post Holder

Wendi Ogle-Welbourn, Director for Communities

Previous Role (Tier 2, Assistant Director Strategic Commissioning and Prevention)

The post-holder previously held the second tier post of Assistant Director Strategic Commissioning and Prevention for Children's Services and was paid £105,186 per year.

New Role (Tier 1, Director for Communities)

In her new role as Director for Communities the post-holder is paid £115,345 per year and is responsible for strategy, commissioning and prevention for:

- Children's Services.
- Adult Social Care services.
- Public Health services.
- Neighbourhoods services.

The post-holder is also responsible for the provision of services for:

- Children.
- Neighbourhoods.
- Public Health.

9.7 Director of Growth and Regeneration

The post of Director of Growth and Regeneration was allocated a point score of **1312** points under the Hay Group job evaluation scheme.

This places the post within Pay Band 3 of the newly proposed pay scale, with a point range of 1261 - 1507 points and a band width of £103,811 - £126,880. The median point on Pay Band 3 is £115,345.

Employment Committee then considered the supplementary market data presented, which confirmed that similar roles in comparable local authorities are currently paid at a higher rate than the median point in Pay Band 3. This data was collated by the research team at Gatenby Sanderson, an independent, external, specialist search and selection company.

Employment Committee decided to set salary at the median point of the pay band at **£115,345** per year but also awarded the post holder a market supplement of **£5,000** per year in recognition of external market factors.

This market supplement was awarded for an initial period of two years with effect from 1 November 2013 and is subject to annual review thereafter, in accordance with the council's Market Related Pay Policy.

Post Holder

Simon Machen, Director of Growth and Regeneration

Previous Role (Tier 2, Head of Planning, Transport and Engineering Services)

The post-holder previously held the second tier post of Head of Planning, Transport and Engineering Services and was paid £90,323 per year.

New Role (Tier 1, Director of Growth and Regeneration)

In his new role as Director of Growth and Regeneration the post-holder is paid a base salary of £115,345 per year and is responsible for:

- A wide range of infrastructure, regulatory and environmental services including Planning, Transport and Engineering Services.
- Growth.
- Regeneration.
- The council's new Joint Venture arrangement.
- The commissioning and performance management of Opportunity Peterborough, the Peterborough Delivery Partnership and highway services providers.
- Resilience / Health and Safety.

9.8 Director of Governance

The post of Director of Governance has been allocated a point score of **1056** points under the Hay Group job evaluation scheme.

This places the post within Pay Band 4 on the newly proposed pay scale, with a point range of 1056 - 1260 points and a band width of £85,500 - £104,500. The median point on Pay Band 4 is £95,000.

Employment Committee decided to set salary at the median point and awarded a salary of **£95,000** per year.

Post Holder

Kim Sawyer, Director of Governance

Previous Role (Tier 2, Head of Legal Services)

The post-holder previously held the second tier post of Head of Legal Services. As such she was responsible for the delivery of legal services and was paid £74,314 per year.

New Role (Tier 1, Director of Governance)

In her new role as Director of Governance the post-holder is paid £95,000 per year and is responsible for:

- Legal Services.
- Governance.
- Regulatory Services.
- Communications.
- Human Resources.
- Performance Management
- Elections.

9.9 As previously stated, Council debated this matter and passed the recommendation for this committee to review senior management pay. Set out below are the legal implications which need to be considered when carrying out such a review.

10. LEGAL IMPLICATIONS

10.1 The Employment Committee will be aware that if it were to impose a unilateral reduction in pay i.e. an imposed percentage reduction, this would be unlawful and could give rise to claims of breach of contract, unlawful deduction from wages and constructive unfair dismissal. Any pay reduction, to be lawful, would have to be the subject of consultation and agreement with those affected by the reduction. Failure to reach agreement with those officers leaves the option only to dismiss and re-engage those officers.

10.2 The pay made to the Executive Director in recognition of his accumulated responsibilities over previous years was paid under a settlement agreement. An agreement protects the Council as it is a once and for all settlement of any claim. The settlement agreement reached with the Executive Director of Resources is a binding contract. Members will therefore know that it cannot be undone by the Council without being in breach of contract. Employment Committee will appreciate that a binding contract can only be varied by agreement.

10.3 "Market supplements" are paid by the Council to assist recruitment of roles that are paid above the independently assessed levels in other organisations. Our policy states that they are paid for two years. Whilst a market supplement can be withdrawn after two years, it is far more difficult to argue for a removal of a market supplement *before* the expiry of that time. As Employment Committee will understand, the market supplement payment is a contractual entitlement and any attempt to reduce or remove it will be a unilateral reduction in pay and open to legal challenge as both a breach of contract and an unlawful deduction of pay, unless agreement is reached through consultation and in the absence of agreement only dismissal and re-engagement is an option.

11. FINANCIAL IMPLICATIONS

11.1 At the Employment Committee on the 27 September 2013 it was reported that as a result of the proposals put forward, which will reduce the number of senior management roles

and improve arrangements for commissioning and provision of services, it is anticipated that savings should be in the region of £750,000.

11.2 The Councils medium term financial strategy published in March 2013 outlined plans to deliver savings through 'Implementing a revised delivery model for a commissioning function.' By 2014/15 these were expected to total £1m per year.

11.3 The review of the Senior Manager structure was the first stage in delivering the commissioning function, and then the associated savings. These savings arise in three stages:

1. Direct savings from the original senior manager reorganisation, establishing the new structure of the Council. Savings have been made from the posts deleted, as reported to Employment Committee e.g. Executive Director of Operations
2. Further savings from reorganisation within the senior structure within each Directorate. Again these reorganisations have been reported to Employment Committee. For example the Communities reorganisation was reported to Employment Committee in February 2014. This deleted the following posts:
 - Assistant Director Commissioning Childrens Services
 - Assistant Director Commissioning Adult Services
 - Associate Director Public Health
 - Head of Neighbourhoods
 - Head of Specialist Commissioning Children's Services

These posts were replaced by two assistant Director posts.

3. Savings from restructuring the teams below AD level. Posts affected by these changes would not be reported to Employment Committee. The principal changes have been in generated efficiencies by bringing together the commissioning functions in Adults and Childrens services and streamlining them. In some case consultations for these changes are underway.

11.4 The benefits arising from having a more co-ordinated approach to commissioning services are not included in the £1m savings, but will help drive forward further savings opportunities in the medium term financial strategy.

12. BACKGROUND DOCUMENTS

Employment Committee papers referred to in this report.