

**JOINT CABINET AND EMPLOYMENT & GENERAL COMMITTEE****Tuesday, 12th July, 2016**

Present:-

Councillor Burrows (Chair)

Councillors	Huckle	Councillors	Elliott
	T Murphy		Simmons
	Ludlow		Davenport
	Serjeant		Dickinson
	J Innes		A Diouf
	Blank		

Non-voting	Bagley	Wall
Members	Hollingworth	

\*Matters dealt with under the Delegation Scheme

**7 DECLARATION OF MEMBERS' AND OFFICERS' INTERESTS  
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

**8 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Brown and T Gilby.

**9 MINUTES****RESOLVED –**

That the Minutes of the meeting of the Joint Cabinet and Employment and General Committee of 14 June, 2016 be approved as a correct record and signed by the Chair.

**10 LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF PUBLIC****RESOLVED –**

That under Regulation 21 (1)(b) of the Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in the following Paragraphs of Part 1 of Schedule 12A to the Local Government Act 1972 – Paragraphs 3 and 4 on the grounds that it contained information relating to financial and business affairs, and consultations or negotiations in connection with any labour relations matters arising between the authority and employees of the authority.

## 11 **PAY AND REWARD REVIEW**

The HR Manager submitted a report seeking approval for the scope of a project to review the current pay and reward structure and for the commencement of consultations with the trade unions and employees.

The local collective agreement for Green Book employees was signed in 2007 and had been earmarked for review as it was thought to no longer provide an appropriate framework for pay and reward for the large number of employees at Chesterfield Borough Council. A project group was established in 2013 to review overtime and additional hours, implementation of the Living Wage, unsocial hours, standby and callout payments, and the administration and application of the job evaluation process. However, further action was not taken at the time as priority was given to the review of the senior leadership team.

The report outlined the current pay and reward system and why improvements and modernisation was needed. The current incremental pay structure was heavily reliant on time served rather than performance, attendance, competence or flexibility and did not support the growth and development of employees. In addition, 6000 days had been lost in the past year through sickness absence; measures needed to be brought in to better manage attendance and control costs.

A range of options from low to high impact had been proposed and the recommendation made to proceed with a mid-range option. This sought to realise a degree of savings and shift to a “performance management” culture, whilst being achievable and deliverable within the time constraints, i.e. implementation by April 2017.

The council would continue to negotiate annual pay through the national pay bargaining machinery. In addition, the ability of managers to reduce

costs and implement efficiencies through the use of existing protocols and policies was critical to implementation of the pay and reward system when agreed.

The report contained details of the financial and legal implications, outlined the consultation process and detailed alternative options and reasons why these had been rejected.

**\*RESOLVED –**

(1) That the scope of the Pay and Reward Project be approved to allow consultation to commence with trade unions and employees.

(2) That the membership of the Project Board, chaired by Cllr Huckle, be noted and that the Project Board reports back to the Joint Cabinet and Employment and General Committee on a regular basis.

**REASON FOR DECISIONS**

To achieve the project in the timescale outlined would be a challenge and it was considered that the option presented was the most achievable.

**12 ENVIRONMENTAL SERVICES RESTRUCTURE**

The Commercial Services Manager submitted a report recommending for approval a new senior officer operating structure for Environmental Services to improve service delivery.

Following implementation of the new corporate structure, Environmental Services now fell within the Commercial Services Division. The restructure sought to place a greater focus on commercialisation and providing excellent value for money services. In addition, it was expected that the new senior operating structure would produce an annual saving of £90,000.

As and when appointments had been made to the Manager and Senior Officer positions, the remainder of the structure would be reviewed to ensure that the operations delivery structure was fit for purpose.

The report outlined the consultations that had taken place to date and included comments from the trade unions and affected employees.

Associated risks were detailed in the risk matrix included in the report and a full equalities impact assessment was attached. The report also summarised the alternative options and reasons why these were not pursued.

**\*RESOLVED –**

(1) That Phase 1 of the Environmental Services restructure, project, which proposes a revised senior officer operational structure, be approved.

(2) That the Commercial Services Manager be authorised to make appointments to the revised senior officer operational structure for Environmental Services.

**REASON FOR DECISIONS**

To propose a new senior officer operating structure for the Council's Environmental Services that would improve service delivery and address the issues contained in Section 3 of the officer's report.

**13 TEMPORARY CAPITAL WORKS GROWTH STAFF AND NEW APPRENTICESHIP POSTS**

The Commercial Services Manager submitted a report recommending for approval the creation of 15 new fixed term contract posts and appointments to 2 vacant apprenticeship posts as part of the Operational Services Division establishment.

In 2015/16, Operational Services relied on sub-contractors for 28% of the total HRA Planned/Capital Works completed in that year which equated to over £1m of works being sub-contracted. One of the main factors for sub-contracting the work was due to not having the required staffing available within the Operational Services Division. Though using sub-contractors to manage 'peak' workloads was an effective strategy, the level of use should not ordinarily exceed 10-12%. The cost of using sub-contractors had increased over the last 12 months in comparison to the cost of carrying out works directly. The volume of HRA Planned/Capital works would be too much for the existing staffing levels therefore an alternative approach needed to be adopted to avoid further use of sub-contractors during 2016/17.

The report proposed that the creation of 15 fixed term contract posts for a period of up to 12 months would allow a reduction in expenditure on sub-contractors as well as provide additional capacity to carry out external income generation works. The report outlined the HRA Capital Budget allocated to the Operational Services Division and the financial costs involved in creating 15 new posts. There was sufficient room in the budget to fund the fixed term contract posts with some room left in the budget for works that needed to be sub-contracted out.

The report also outlined the apprenticeship recruitments proposals. There were currently over 130 trade employees of which over half had served their apprenticeship with Chesterfield Borough Council. There were currently 9 apprentices employed within the section with 2 coming out of their apprenticeships in September 2016. In order to maintain the number of skilled employees it was proposed to recruit two new joinery apprentices to the positions that would be vacant from September 2016. It was estimated that recruiting to the two vacant apprenticeship posts would cost approximately £35,000 and the amount was already included within the agreed budget.

The report detailed the risks associated with the proposals, equalities issues and alternative options along with their reasons for rejection.

#### **\*RESOLVED –**

- (1) That 15 new fixed term contract posts of 12 months duration within the Operational Services Division's capital works team be established.
- (2) That the Commercial Services Manager be authorised to make appointments to the 15 new fixed term contract posts.
- (3) That appointments be made to 2 vacant apprenticeship posts.

#### **REASONS FOR DECISIONS**

To reduce Operational Services' reliance on sub-contractors as well as provide additional capacity to carry out commercial building works.

To support the Council's Workforce Strategy.