

EMPLOYMENT CONDITIONS COMMITTEE

23 MARCH 2005

Present: County Councillor Berman (Chairman);
County Councillors Neale, Percy, Sheppard, Stephens
and Walsh

Apologies: County Councillors English and Salway

18 : MINUTES

The minutes of the meeting held on 26 January 2005 were approved as a correct record and signed by the Chairperson.

19 : APPOINTMENT OF COUNCIL STAFF FOR ELECTION DUTIES

The Committee was advised of the increasing difficulty in attracting staff to fulfil election duties. Members were asked to review the current practice, whereby staff appointed to undertake election duties were required to take leave or flexi-time for these purposes.

A survey of Welsh Councils showed that the majority of authorities did not require staff to take leave for election duties, and this practice was supported by the Electoral Commission.

It was proposed that to encourage more County Council staff to apply for election duties to sustain the delivery of an effective election service, that duties undertaken as senior election staff, presiding officers, poll clerks, count assistants, and assistants for the issue and opening of postal ballot papers be included in the Council's Special Leave Scheme.

RESOLVED – That the duties undertaken by all staff involved in Elections, as detailed in paragraph 10 of the report and referred to above, be included in the Council's Special Leave Scheme.

20 : PLANNING FOR FUTURE SUCCESS: CARDIFF COUNCIL WORKFORCE PLANNING STRATEGY

Members were advised that competition to recruit and retain the best staff from increasingly narrow employment pools had radically increased, and the need to plan ahead in people terms had never been more important.

The Employers Organisation, the WLGA and the Wales Assembly Government were currently in the process of promoting workforce planning activity across Wales, with all local authorities being required to submit workforce plans in respect of the Social Care sector. As part of the recently-agreed pay settlement, all authorities were required to produce a Corporate Workforce Development Plan. Workforce planning would not only encompass the composition of the future workforce in people terms, but would also consider new ways of working, utilising technological developments.

As a result, more flexible ways of working would now be applicable to staff which would ultimately present benefits to both the employee and the Authority as a whole.

The submitted Workforce Planning Strategy was an overarching plan to address the current and future needs of service areas within the Council, and would provide a clear context of managerial decision-making. The Committee noted that the trade unions broadly supported the principles of workforce planning and that discussions were ongoing.

RESOLVED – That the overarching plan for developing the Council's capacity for the future be agreed and the Chief Executive be authorised to agree the development, and implementation of plans to deliver this overarching plan.

21 : PERSONAL PERFORMANCE AND DEVELOPMENT SCHEME

Despite many efforts, the Council did not have a Corporate Personal Performance and Development Scheme but rather a range of work review/discussions/appraisals had evolved. The need to have a corporate approach linked into the Council's business planning was critical to future organisational success.

In 2002, this Committee had agreed a performance development scheme which had been developed with the Trade Unions. In order to develop a framework for Cardiff a supplier, (The Hay Group), was identified by tender and undertook a large-scale data gathering exercise. An initial set of documents were the subject of preliminary consultation in February 2005. The result of this exercise was a simplified and more streamlined performance and development scheme (Appendix A), which could be

3.

clearly linked to business planning. The scheme identified the competencies (Appendix B) required of an effective manager, and allowed managers and employees to discuss development opportunities.

The scheme focussed on management competencies as the system would be introduced for senior managers in the current year. Competencies would be developed next year for all employees after working with trade unions.

The trade unions had agreed that the scheme be piloted with Corporate Directors, Chief Officers and Operational Managers, but remained concerned about a link between performance and pay.

RESOLVED – That

- (1) the approach, detailed in appendices A and B of the report for implementation with senior managers from April 2005, be approved;
- (2) Chief Officers be asked to develop their implementation plans for their respective service areas to ensure that effective communication of the approach is arranged and that appropriate training arrangements are put in place,
- (3) further discussions take place with the Trade Unions and employees about rewarding high performance and contribution and the results of these discussions be presented to this Committee at a future meeting.

22 : EMPLOYEE RELATIONS MATTERS

A meeting of the Works Council had taken place on 10 February, 2005 and the minutes of that meeting were submitted for Committee's information. The following issues were discussed:

- Works Council Constitution
- Job Evaluation
- Staff Development/Appraisal Scheme
- Disturbance Allowance

Members raised an issue regarding the Appeals Committee, which had been discussed by the Works Council. It had been pointed out that a final appeal to Councillors arising from disciplinary/grievous hearings had been abolished by the last Administration. The Assistant Chief Executive indicated that this issue would be reported back to this Committee.

RESOLVED – That the issues discussed at the Works Council be noted.

23 : SINGLE STATUS/JOB EVALUATION

This Committee in November 2004 had agreed to establish a joint steering group of officers and trade union representatives to start negotiations about undertaking a local pay review, including the introduction of job evaluation and local terms and conditions of employment. The Group was to report back to this Committee with details of an implementation plan, estimated costs and possible implications for the Council.

The Committee was advised that the Steering Group had met on 23 February and 9 March 2005, and discussions had taken place around the selection of the Job Evaluation Scheme, an implementation plan, and the organisation of groups, to carry out the Single Status Exercise.

A considerable amount of information had been gathered from other local authorities both in England and Wales on their experiences of using the NJC Job Evaluation Scheme and the Greater London Provincial Council Scheme, and there were definite advantages to the Council to use the GLPC Scheme.

The cost of purchasing the GLPC Scheme was £10,000. It was also proposed that the computer software associated with this scheme would be purchased to enable the exercise to be completed more quickly. The purchasing pay modeller software would assist with devising a new pay and grading structure. The cost of this software was £35,787. The scheme and the associated software could be purchased from an underspend in the HR budget for 2004/05. This would allow the additional financial allocation, that had been made in next year's budget for jobs evaluation, to be used on employing job analysis.

5.

Undertaking jobs evaluation was likely to take 18 months to two years to complete, and during that time would require a huge time input from both officers in HR, service area representatives and trade union representatives. The Council would need to acknowledge this as it could mean that certain other tasks would not be completed quite so quickly, and would also involve the trade union representatives in additional time away from their 'day job'.

It was proposed that the GLPC Job Evaluation Scheme be selected by the Council for staff covered by the NJC agreements, but the scheme and associated software be purchased, and that relevant training be provided as necessary, to enable progress to be made with the job evaluation exercise.

RESOLVED - That

- (1) the selection of the GLPC Job Evaluation Scheme for staff covered by the NJC agreements, be approved;
- (2) the Committee acknowledges that the Job Evaluation exercise will be highly resource intensive both in terms of officer's time and that of the Trade Union representatives for the duration of the exercise;
- (3) the Committee receive regular update reports from the Joint Steering Group on the progress that is being made together with an implementation plan, estimate of costs and possible implications for the Council.

24 : EXCLUSION OF THE PUBLIC

RESOLVED – That the public be excluded from the meeting for the following items of business on the grounds that, if members of the public were present during the discussions, because of the nature of the business to be transacted there would be disclosure to them of exempt information as defined in Section 100(I) of the Local Government Act 1972, and as described below:

“1. Information relating to a particular employee, former employee or applicant becoming an employee of, or a particular office-holder, former office-holder or applicant becoming an office-holder, under the Authority.”

25 : REVIEW OF SENIOR MANAGEMENT ARRANGEMENTS

The Committee considered a report which outlined proposals for the Corporate Management Team. In July 2004 the Committee had agreed to an organisational structure for the Corporate Management Team. Given the increasing pressure on resources, it was now possible to further rationalise the Corporate Management Team which would not only help to achieve a reduction in the annual senior management costs, but give Directors responsibility for cross-cutting portfolios.

The aim over the next three years was to create three strong delivery arms of the Council which would focus on:

- social issues (Opportunities Cardiff) – schools, social care and health
- economic issues (Prosperous Cardiff) – marketing, tourism, transport, leisure and parks
- environmental issues (Sustainable Cardiff) – waste, planning, neighbourhood renewal and housing

These would be led by three Corporate Directors, who would be responsible for the delivery of these portfolios to the Chief Executive.

Members were also advised of a proposal to establish a strategy and performance function to lead on coordination of policy, people and performance management, legal, finance, communication, regulation, and IT. It was also proposed that a Corporate Director would lead on major projects such as the Sports Village, Cardiff City Football Club and St. David's 2. The proposed structure for the Corporate Team was set out in Appendix B to the report.

Members were advised of the timescale during the transitional period which was identified in Appendix C to the report. The Committee was advised that the trade unions did not have any specific comment on the proposals, although they felt that it was important to introduce a structure which remained in place for a number of years in order to give the organisation, and Chief Officers, stability.

7.

RESOLVED – That

- (1) the Chief Executive be authorised
 - (a) to delete certain of the posts of Corporate Director as they fall vacant, adjust the allocation of responsibilities of the Corporate Directors and, where appropriate, advertise posts to create the structure depicted in Appendix B of the report, within the three year timeframe of the Corporate Plan to empower the top team to manage operational activities and ensure outcomes identified by the Council are delivered;
 - (b) for the purpose of giving effect to the proposals outlined in the report to advertise those posts of Corporate Director where the functions have not been or are not to be reallocated to the existing Corporate Directors. The appointments to be made by the Appointments Committee in accordance with its terms of reference and the powers delegated to them;
- (2) Economic Development be shown within Appendix A to the report.

26 : SENIOR MANAGEMENT REMUNERATION

With effect from April 2000, major changes were implemented to the organisation and senior management structure within the Council. The restructure created four levels of management: Chief Executive, Corporate Managers, Chief Officers and Operational Managers. The Committee was advised that the Hay Group were appointed, following a tendering process, to undertake an independent review of the Senior Management structure by a process of jobs evaluation after 12 months of operation of the revised organisational arrangements.

The Hay Group recommendations had identified appropriate benchmark salaries for corporate managers, chief officers and operational managers, which would be sufficient to maintain Cardiff's competitive position within the market. Their report also highlighted that pay practice in the market generally was more flexible than the structure at Cardiff.

Through separate reports put forward to this Committee in December 2002 and March 2004, the Chief Executive had responded to key issues identified by the Hay Group. These reports had established the pay ranges for corporate directors, chief officers and operational managers, as outlined in Appendix A to the report. More recently, a report presented to this Committee in July 2004 on Review of Senior Management Arrangements had proposed an amended organisational structure, and in order to ensure that the salary structure for the revised Chief Officer group was being applied appropriately and consistently, it was also agreed that the Hay job evaluation criteria be applied to set an appropriate salary level for each post within the new structure. The Chief Officer post had been evaluated and identified to fit within one of three Hay step values, and individual chief officers had been consulted on the changes proposed.

The Hay Group had advised that the Council should further develop the use of existing pay ranges for senior staff, to enable more flexibility at recruitment and to provide for progression, subject to contribution. It was therefore proposed that the Council use the existing senior management grading structures as detailed in Appendix A to the report.

The trade unions had been consulted on the Hay recommendations but had made no specific comments on the information provided.

RESOLVED - That

- (1) the salaries set out in Appendix B to this report for Chief Officers with effect from 1 April 2005, be approved, subject to the post of Chief Officer, Leisure, Libraries & parks being reconsidered;
- (2) the Chief Executive be authorised
 - (a) to review the duties and responsibilities of senior managers and where it would serve the interests of the Authority and service delivery needs to report to this Committee with proposals for adjustment of the duties and responsibilities and any consequential adjustments to salaries within the salary ranges outlined in Appendix A,

9.

- (b) to develop proposals for using the salary ranges in order to recognise contribution and performance in line with further development of the Personal Performance and Development Scheme and to report to this Committee with recommendations for implementation of those proposals,
 - (c) to keep salary ranges and grades for senior managers under constant review to ensure that the Authority is best placed to deal with pay market pressures so that the Authority can continue to use the salary ranges outlined within Appendix A to aid recruitment and retention for senior posts within the Authority, and to that end to report further to this Committee with any recommendations for any further adjustment to the salary ranges.
- (3) a further report be made to a future meeting of this Committee setting out ways in which additional salary points might be incorporated into these salary levels as part of the ongoing work into looking at ways of rewarding contribution and performance, before considering whether the appointments committee should be asked to employ the salary ranges flexibly having regard to market conditions and recruitment requirements.

(Councillors Sheppard and Walsh asked that their opposition to the above resolutions be recorded in the minutes.)