
MINUTES OF THE MEETING OF THE HUMAN RESOURCES COMMITTEE, HELD ON TUESDAY 26 JANUARY 2016, AT 7.30 PM IN THE COUNCIL CHAMBER, WEELEY

Present: Councillors Callender (Chairman), Chapman (Vice-Chairman), Amos, Chittock, Ferguson, Massey, Pemberton and Scott

Also Present: Councillors McWilliams, Miles and Turner

In Attendance: Chief Executive (Ian Davidson), Human Resources and Business Manager (Anastasia Simpson), Organisational Development Manager (Carol Magnus), Community Safety Manager (Leanne Thornton), Senior Democratic Services Officer (Ian Ford) and Democratic Services Officer (Katie Sullivan)

9. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Calver and G V Guglielmi, the Portfolio Holder for Asset Management and Corporate Services. There were no substitutions.

In submitting his apologies Councillor Calver had requested that his personal congratulations be passed on to everyone who had played a part in the Council's amazing achievement in being awarded Investors In People Gold status.

10. MINUTES OF THE LAST MEETING

The minutes of the last meeting of the Committee, held on 29 September 2015 were approved as a correct record and signed by the Chairman.

11. DECLARATIONS OF INTEREST

There were no declarations of interest made by Members at this time.

The Chief Executive, Ian Davidson, declared a pecuniary interest in respect of item A.2 of the Report of the Corporate Director (Corporate Services) – Pay Policy Statement 2016/2017 – and informed the Committee that he would withdraw from the meeting during the consideration thereof and the voting thereon.

12. IIP FEEDBACK

The Committee received feedback on the Council's recent Investment in People (IIP) assessment from Dave Abdul, the Lead Assessor. Mr Abdul was delighted to announce that the Council had been awarded the IIP Gold Award.

Mr Abdul informed Members that his first association with the Council had been in 1999 when the then Head of Benefits and Revenues, Jill Coleshaw, had invited him in to help that Section work towards IIP status. This work had gradually spread across the Council until the whole Council had achieved IIP status in 2005. This had then led to a Bronze Award in 2013 and a Gold Award in December 2015. This latest award had followed in-depth interviews with 50 members of staff across the Council and with the Leader of the Council (Councillor Stock), the Portfolio Holder for Asset Management and Corporate Services (Councillor G V Guglielmi) and the Chairman of this Committee (Councillor Callender). Mr Abdul reiterated that this was a massive achievement for the Council.

Mr Abdul informed the Committee that his full report and the resulting action plan for the Council would be presented to the next meeting of the Committee but, in the meantime, he orally reported some of the highlights and feedback from staff which included:

- An impressive focus on community leadership in the Council's emerging Corporate Plan;
- Positive feedback from staff on the 'top level' restructuring of the Council which had led to visible, dynamic and sound leadership from the Chief Executive and the Corporate Directors and a feeling that the Council was 'much improved';
- Clear and linked performance plans that threaded through the Council from the Management Team down to the individual member of staff;
- Integrated services across the Council with joined up processes;
- An emphasis on exciting transformational projects and partnership working with other Local Authorities/Public Sector organisations;
- Staff felt empowered/trusted to make decisions with a 'no blame' culture that had helped produce a 'can do' attitude and an encouragement to take a 'leadership approach';
- Staff felt that they had regular opportunities and were encouraged to provide feedback to management and to share knowledge and input and also on a personal level to pursue 'continuous learning' opportunities to develop skills and knowledge;
- Staff felt valued through initiatives such as 'Tending Stars' and the long-service award; and a
- Growing sense that the Council was being recognised nationally as a good Authority.

Going forward, Mr Abdul informed Members that there would be a revised set of standards in 2018 when the Council would next be inspected and also a new Platinum Award focused on developing high performance within organisations. There were nine indicators that the Council would need to focus on, namely:

- (1) Leading and Inspiring People – role models and developing future leaders;
- (2) Corporate Values and Behaviours – to be at the heart of everything the organisation did;
- (3) Empowering and Involving People – allow staff to use their initiative; work as a team and to challenge the 'status quo';
- (4) Managing Performance – encourage staff to take the lead in setting challenging performance targets;
- (5) Recognise and reward high performance – culture of appreciation and reward at both a financial and non-financial level;
- (6) Work Structure – flexible, regularly reviewed policies and practices in order to speed up decision making;
- (7) Building Capability – to meet the Council's objectives;
- (8) Delivering Continuous Improvement – at all levels through innovation and new ideas; and
- (9) Creating Sustainable Success – awareness of future challenges and a timely strategy in place to meet these.

The Chief Executive, Ian Davidson, thanked Mr Abdul for his rigorous assessment of the Council. He stated that he was proud of his staff and their achievement which had been fully supported by Members. He felt that this was the result of a cultural change within the organisation. Mr Davidson noted that the Council's work was becoming recognised at a national level though he acknowledged there was more to do and more improvements to come to help the Council meet its future challenges especially its financial challenges.

With the permission of the Chairman, Councillor Miles addressed the Committee and congratulated the Council on its magnificent achievement. She commended the management and leadership of Ian Davidson and said that the staff were a credit to him.

With the permission of the Chairman, Councillor Turner addressed the Committee and agreed that there had been a phenomenal change for the better within the Council since he had first been elected as a Councillor in 1999 and especially since 2009.

The Chairman and Members of the Committee echoed the sentiments expressed above.

The Committee placed on record its thanks to Dave Abdul, Ian Davidson, Anastasia Simpson and Carol Magnus and further marked its thanks with a round of applause.

13. NEW PREVENT DUTY ON LOCAL AUTHORITIES

There was submitted a report by the Management and Members' Support Manager, which made the Committee aware of the new PREVENT duty and the Council's policy.

Members were informed that The Counter Terrorism and Security Act 2015 required Local Authorities from 1 July 2015, in the exercise of their functions, to have due regard to the need to prevent people being drawn into terrorism. Government Guidance had subsequently been published setting out details of the actions needed to fulfil the statutory responsibilities under that duty.

Local Authorities were considered vital to PREVENT work and would be required to fulfil a range of responsibilities under the following categories:-

- a) Partnership;
- b) Risk Assessment;
- c) Action Plan;
- d) Staff Training; and
- e) Use of Resources.

The Council's draft PREVENT Policy had been considered by the Community Leadership and Partnerships Committee on 7 December 2015 and approved by Cabinet on 22 January 2016. A copy of the Policy was attached at Appendix A to the Report of the Management and Members' Support Manager.

Locally, a single point of contact for PREVENT and a Safeguarding Lead Officer had been identified, namely the Council's Community Safety Manager (Leanne Thornton) and the Council's Corporate Director (Life Opportunities) (Paul Price) respectively. Further briefings and training for staff, Members and Community Safety Partners would be undertaken.

Following discussion, it was moved by Councillor Scott, seconded by Councillor Ferguson and **RESOLVED** that the Council's new PREVENT duty and policy be noted.

14. PAY POLICY STATEMENT 2016/2017

Further to Minute 11 above, the Chief Executive, Ian Davidson, declared a pecuniary interest in the subject matter of this item and withdrew from the meeting during the consideration thereof and the voting thereon.

There was submitted a report by the Corporate Director (Corporate Services), which presented to the Committee the proposed Pay Policy statement for 2016/2017.

The Committee was reminded that Section 38(1) of the Localism Act 2011 required local authorities to produce a pay policy statement and that those matters which were required to be included in the statutory Pay Policy Statement were as follows:

- A local authority's policy on the level and elements of remuneration for each Chief Officer;
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition);

- A local authority's policy on the relationship between the remuneration of its Chief Officers and other Officers; and
- A local authority's policy on other aspects of Chief Officers' remuneration: remuneration on recruitment increases and additions to remuneration, use of performance related pay and bonuses, termination payments and transparency.

It was reported that the Pay Policy Statement 2016/17 had been designed to give an overview of the Council's framework regarding pay and rewards for staff within the Council. The framework was based on the principle of fairness and that rewards should be proportional to the weight of each role and each individual's performance. The framework aimed to ensure the ability of the Council to recruit talented individuals whilst reassuring the citizens of Tendring that their money was being used efficiently.

Members were made aware that since the Pay Policy Statement had been adopted for 2015/16, the Government had introduced a new National Living Wage. With effect from 1 April 2016, employees over the age of 25, would receive £7.20 per hour. Employees under that age would continue to receive the national minimum wage of £6.70 per hour.

The Committee was advised that, although it was recognised that the National Living Wage should be the benchmark for the lowest salaries within the Authority, it was proposed that the Council continued to pay £7.85 per hour (which equated to £15,145 per annum). This was an additional 65p per hour, above the National Living Wage. This payment would be paid as a non-consolidated lump sum payment so that there was no impact on the Council's pay line or job evaluation. Employees that would benefit from this additional payment included Cleaners, Theatre Staff and Leisure Attendants.

Members were informed that UNISON had been consulted in relation to the changes within the Pay Policy Statement and that it supported the actions of the Council in relation to increased pay for staff on the lower pay bands. UNISON had also asked the Council whether it was possible to request that all Council contractors applied the enhanced rate of pay for their employees and that the Council considered using the AA rates of reimbursement for mileage, rather than the Inland Revenue rates. The Human Resources and Business Manager informed the Committee that the Council through its Procurement Procedure Rules ensured that enhanced rates of pay were applied by its contractors. In respect of the AA rates for mileage these were complex to administer and were also taxed so the Council proposed to continue with the Inland Revenue rates.

It was moved by Councillor Scott, seconded by Councillor Ferguson and **RESOLVED** that:

- (a) the Pay Policy Statement 2016/2017, as set out in Appendix A to item A.2 of the Report of Corporate Director (Corporate Services), be approved and forwarded to Council for its consideration, at its meeting to be held on 5 April 2016; and
- (b) the costs of applying the enhanced salary payments be met from existing salary/vacancy provision within budgets.

15. **OFFICERS' CODE OF CONDUCT**

There was submitted a report by the Corporate Director (Corporate Services), which sought the Committee's approval to adopt a new Officers' Code of Conduct, which would apply to all employees of the Council and other authorised third parties.

The Committee was informed that the Code of Conduct for a Council employee was currently included in paragraph 46 of the Staff Handbook. That section provided a succinct statement of the conduct required of a Council Officer and provided a general reference to high standards of "integrity, ability and commitment to the ethics of public service and the interests of all members of the community." However, there was a need for staff to have a clearer, more detailed understanding of those standards, including

subjects such as disclosure of information and political neutrality. The new Code had therefore been prepared to provide Officers and their Managers with greater clarity, to ensure that the Council did not breach legislation (for example, the Working Time Directive) and to ensure that the Council's interests were protected.

Members were informed that UNISON had been consulted in relation to the new Code and had raised some very useful points which had been incorporated into the proposed Code.

The Chief Executive informed the Committee that the IIP Gold Award together with a strong, clear code of conduct would be an aid to recruitment to the Council and help overcome the recruitment difficulties caused by the Council's geographical location.

It was moved by Councillor Scott, seconded by Councillor Ferguson and **RESOLVED** that:

- (a) the new Officers' Code of Conduct, as detailed at Appendix A to item A.3 of the Report of Corporate Director (Corporate Services), be approved and adopted; and
- (b) the Corporate Director (Corporate Services) be authorised to update the guidance note with any future legislative and/or best practice changes.

16. STAFF STATISTICS REPORT

There was submitted a report by the Corporate Director (Corporate Services), which provided the Committee with updated and current staffing statistics including:

- (1) Number of Staff Employed – Full-Time and Part-Time;
- (2) Gender Profile;
- (3) Age Profile;
- (4) Disability Profile;
- (5) Ethnicity Profile; and
- (6) Sickness Absence.

It was moved by Councillor Scott, seconded by Councillor Amos and **RESOLVED** that the contents of the report be noted.

17. HEALTH AND WELLBEING UPDATE

There was submitted a report by the Corporate Director (Corporate Services), which provided the Committee with an analysis for 2015/2016 of health and wellbeing trends within the Council and updated it regarding the work and priorities of the Workplace Health Champions for the next twelve months.

It was moved by Councillor Ferguson, seconded by Councillor Scott and **RESOLVED** that the contents of the report be noted and the actions contained therein endorsed.

The meeting was declared closed at 8.45 pm.

Chairman