

Committee to Determine the Terms and Conditions of Employment of Chief and Deputy Chief Officers

08:00	Tuesday, 27 May 2014	Committee Room 3, County Hall, Chelmsford, Essex
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Quorum: 2

Membership:

Councillor D Finch
Councillor R Hirst

Councillor J Huntman
Councillor D Madden
Councillor J Young

Leader of the Council
Cabinet Member for Transformation and Corporate
Services
UKIP Group
Cabinet Member for Children and Families
Labour Group

For information about the meeting please ask for:

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Essex County Council

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Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

	Pages
1	Apologies for Absence
2	Declarations of Interest To note any declarations of interest to be made by Members
3	Changes to Management Structure 5 - 8
4	Amendment to Individual & Team Reward Policy 9 - 10
5	Urgent Business To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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| 6 | Termination of Employment of a Chief Officer through Mutual Agreement <ul style="list-style-type: none">• Information relating to any individual;• Information which is likely to reveal the identify of an individual; |
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7 Annual Pay Award for Executive Directors 2014_15

- Information relating to any individual;
- Information which is likely to reveal the identify of an individual;

8 Corporate Management Board 2013/14 Performance
(Exempt under paragraphs 1 & 2 of the Local Government Act 1972 - information relating to any individual or which is likely to reveal the identity of any individual)

Reports to be tabled

9 Urgent Exempt Business
To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

AGENDA ITEM 3

Report to the Committee to Determine the Terms & Conditions of Chief and Deputy Chief Officers	Date of meeting: 27th May 2014
Title of Report: Changes to Management Structure	
Report by:- Joanna Killian, Chief Executive	
Enquiries to Adam Bowles, Director for HR	

1. Introduction

1.1 In October 2013 ECC created new roles at Tier 2 as part of our journey towards our Target Operating Model. It was intended at this time to create a Customer Operations role which combined three services:

- Customer Services
- Highways Operations
- Environment and Economy Operations

1.2 Whilst providing a challenging set of services the role has been difficult to fill as there are few equivalents in the market with candidates either being contact centre SMEs or Highways engineers.

1.3 This report details a change to the current organisational structure to recognise the market and for ECC to effectively manage these services.

2. Recommendation

The Committee note and endorse the transfer of the Customer Services function to the Director of Corporate Services.

3. Report Detail

3.1 In a difficult recruitment market ECC has been able to appoint one interim Executive Director for Customer Services (Gill Steward), but the recent staff survey results strongly

indicate that engagement is low and that the instability of more interim managers will damage morale further (ECC Engagement average 59%, Customer Operations lowest function 50%).

3.2 In addition, as we have become more developed in our thinking around commissioning it has become increasingly clear that the interfaces are not as efficient as they could be between the Commissioners, Operations and the Customer Services team.

3.3 As a result, it is proposed that the Customer Operations Function be reviewed with an immediate action being to transfer the Customer Services team to Corporate Services.

3.4 Further papers are programmed onto the SCB forward plan regarding the future options for the Highways Operations unit which is the other significant component of Customer Operations.

3.5 This proposal confirms the formal change in reporting for the Customer Services unit and that Margaret Lee, Executive Director, Corporate Services should continue with the temporary management of the Highways Operations and Environment and Economy Operations teams until further discussions have taken place with SCB. The Committee are requested to note and endorse this decision.

4. Financial Implications

4.1 The ongoing financial implications cannot be precisely quantified, pending the determination of future management arrangements for Highways Operations and Environment and Economy Operations.

5. Legal Implications

5.1 The Chief Executive has power under the Constitution to determine and publish the management structure of the Council but since this change affects members of the Corporate Management Board the committee is being asked to note and endorse the change.

6. Equality Implications

6.1 In making this decision the Chief Executive must have regard to the public sector equality duty (PSED) under s.149 of the Equalities Act 2010, ie have due regard to the need to: A. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. B. Advance equality of opportunity between people who share a protected characteristic and those who do not. C. Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

6.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation

6.3 There is nothing in this report that would indicate that the proposal would conflict with any of the principles described above.

AGENDA ITEM 4

Report to the Committee to Determine the Terms & Conditions of Chief and Deputy Chief Officers	Date of meeting: 27th May 2014
Title of Report: Amendment to Individual & Team Reward Policy	
Report by:- Joanna Killian, Chief Executive	
Enquiries to Adam Bowles, Director for HR	

1. Introduction

1.1 ECC adopted a number of years ago a policy relating to Individual & Team Rewards.

1.2 The purpose of this Policy was to enable employee recognition to take place where employees had either excelled in the performance of their duties or undertaken additional duties outside of the scope of their normal role.

1.3 This report informs members of the Chief Executive's intention to revise the policy by changing the provisions relating to annual leave and to seek endorsement from the committee for that revision in so far as it relates to chief officers.

2. Recommendations

- (1) To note the proposed revisions to the Individual & Team Rewards Policy
- (2) To endorse the application of the Policy to Executive Directors as determined by the Chief Executive

3. Report Detail

3.1 Introduced a number of years ago, the Individual & Team Rewards Policy provides the ability to recognise individual employee and team contributions outside of the annual performance pay arrangements.

3.2 Such recognition can take the form of a temporary addition to pay, the award of reward vouchers or the award of additional annual leave.

3.3 The Policy contains the following on the award of additional annual leave:

“Up to two additional days leave can be awarded in any annual leave year for employees who demonstrate an exceptional level of performance. A days leave will be 7 hours 24 minutes for full time employees or pro-rata for those working part-time.”

3.4 It is proposed to enhance this form of reward, and the following amendment to the Policy will be made:

“ In recognition of an employee undertaking additional duties (particularly, but not exclusively, where those additional duties are at the same level as the postholder’s main role and would not normally attract additional payment), this may be recognised by the award of additional annual leave.

In such cases, authorisation to approve is required as follows:

*Up to 2 days – Tier 3 manager to approve
3 to 5 days – Functional Executive Director to approve
Above 5 days – Head of Paid Service (Chief Executive) to approve”*

3.5 This Policy amendment will apply to Executive Directors (whose terms and conditions of employment are within the remit of the Committee) and a request to be considered under the revised policy has already been made.

3.6 The Committee are requested to note this proposed revision and to endorse this Policy amendment for application to Executive Directors.

3.7 This change to Policy does not conflict with the Council’s Pay Policy Statement.