

**PERSONNEL COMMITTEE  
3RD OCTOBER 2018**

PRESENT: The Chair (Councillor Barkley)  
The Vice Chair (Councillor Draycott)  
Councillors Morgan, Poland, Shepherd and Snartt

Strategic Director of Corporate Services  
CBC HR Manager (Strategy)  
Democratic Services Officer (LS)

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. He also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

8. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 12th June 2018 were confirmed as a correct record and signed.

9. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

10. QUESTIONS UNDER OTHER COMMITTEE PROCEDURES 12.8

No questions had been submitted.

11. AMENDMENTS TO POLICIES ON THE HUMAN RESOURCES A-Z INTRANET PAGE

A report of the Head of Strategic Support was submitted to inform the Committee of amendments to various policy documents published on the Human Resources A – Z intranet page (item 5 on the agenda filed with minutes).

Summary of discussion:

- (i) It was confirmed that the amendments had been agreed by SMT and JMTUM.
- (ii) It was agreed to make a further minor amendment to add the wording "will be made" at the end of the final bullet point on page 81 of the agenda (Redundancy Compensation section), for clarity.
- (iii) The importance of mental health issues among staff was raised. It was explained that a mental health issue was likely to be classed as a disability and, therefore, reasonable adjustments were appropriate. An Attendance Management guidance document had been agreed by the Personnel Committee in 2015 when it had agreed the Attendance Management Policy and Procedure.

That document included detailed information and advice about managing employees with all disabilities and specific triggers relating to workplace stress.

**RESOLVED** that the revisions to the Attendance Management Guidance, Job Profile Template, Organisational Change Policy and Procedure and Guidance on the Recruitment and Employment of Apprentices be noted, and the further minor amendment set out in (ii) above be made.

#### Reason

The policy and document amendments have been made to take into account of legislative changes and best practice. Further minor amendment made by the Committee for clarity.

#### 12. MANAGING EMPLOYEE PERFORMANCE NJC AND JNC POLICIES AND PROCEDURES

A report of the Head of Strategic Support was submitted to gain approval to implement revised Managing Employee Performance Policies and Procedures (NJC and JNC Grade) and a revised Employee Performance Guidance document (item 6 on the agenda filed with minutes).

#### Summary of discussion:

- (i) It was agreed to make two corrections to the heading on page 118 of the agenda, to label the Appendix as Appendix A (rather than just Appendix) and to correct the typographical error in the word “Monitoring”.
- (ii) Emphasis on the informal stages of the process was welcomed, also the additional rigour that would come with a greater clarity of process. It was hoped that the revised process would encourage managers to address matters at an early stage, leading to improvement.
- (iii) The issue of manager confidence and training to implement the Policy was raised. In response, the support available to managers and training provision, including that to be undertaken in respect of the revised Policy, was briefly outlined. Support was available to managers from HR at all times and managers would be made aware of the importance of seeking that support if needed.
- (iv) Reference was made to the importance of ensuring that improved performance was sustained. It was agreed to add the words “and sustain” to the first sentence of paragraph 1.4 on page 103 of the agenda, to read “All employees have a contractual responsibility to achieve and sustain a satisfactory level of performance at work”.
- (v) In response to a concern that some managers may allow matters to remain in the informal stages for too long, it was stated that, in particular, the support the process provided for managers from senior managers should prevent that.
- (vi) There was brief discussion regarding a recent reminder to staff of security matters (security badges and visitors to the building, including children) and the position in those respects.
- (vii) The variations set out on page 118 of the agenda related only to the three specific officers of the Council listed. Stage 2 there set out correctly referred to the full Personnel Committee (and not a Panel of the Committee).

(viii) A consistent approach across the Council was essential to ensuring fairness.

## **RESOLVED**

1. that the implementation of revised Managing Employee Performance Policies and Procedures (NJC and JNC Grade) and a revised Employee Performance Guidance document be agreed, subject to the corrections and amendment set out in (i) and (iv) above;
2. that an update report be submitted to the Committee in 12 months' time, setting out how the revised Policy and Procedure has been implemented, in particular whether managers have been trained and supported and felt confident to implement the new arrangements and whether the Council's performance managing employee performance has improved.

### Reasons

1. To outline the process in relation to employee performance for NJC and JNC employees and the additional process in relation to the Council's three Statutory Officers (Chief Executive, Strategic Director of Corporate Services and Head of Strategic Support). Corrections and further amendment were made by the Committee for clarity and to ensure correct emphasis on importance of sustaining performance respectively.
2. The Committee wished to be updated on these matters at an appropriate point in time.

## 13. CHIEF EXECUTIVE'S PERFORMANCE AND DEVELOPMENT REVIEW

A report of the Head of Strategic Support was submitted to clarify the process by which the Chief Executive's Performance and Development Reviews were undertaken (item 7 on the agenda filed with the minutes).

Summary of discussion:

- (i) A clearly set out process and identified responsibility for ensuring that process was arranged were welcomed.
- (ii) The view was expressed that the effectiveness of the review was of most importance and the process should not be so formal as to prevent discussion and innovation.
- (iii) The Committee noted that experience of the process this time could inform the process in future, enabling improvements to be made where necessary.
- (iv) In response to a request for clarity as to why the Chief Executive's PDR had not been undertaken as required, it was confirmed that objectives had been set at the beginning of 2017/18 by the previous Leader and performance against those would be assessed by the Panel now in process. Reference was also made to the long term objectives set out in the Corporate Plan. The change of Leader was one of the reasons why the appraisal for 2017/18 and target setting for 2018/19 had not yet been completed, but the process set out in the report would ensure that that was rectified, also moving forward.

- (v) It would be useful if members of the Committee who had been appointed to the Panel were supplied with details of the 2017/18 objectives as a matter of urgency, as they had been asked to supply comments on the Chief Executive's statement of performance by 5th October 2018.

## **RESOLVED**

1. that the Democratic Services Manager be asked to arrange Panel meetings to undertake the Chief Executive's PDR covering the appraisal for the 2017/18 municipal year and the target setting for the 2018/19 municipal year as soon as convenient;
2. that details of the objectives set for 2017/18, referred to in (iv) and (v) above, be sent to members of the Chief Executive's PDR Panel as a matter of urgency.

### Reasons

1. To ensure that the process relating to the Chief Executive's PDR is followed in respect of these municipal years.
2. To assist Panel members in providing useful comments on the Chief Executive's statement of performance by 5th October 2018.

## 14. NEW NATIONAL JOINT COUNCIL PAY SPINE - 1ST APRIL 2019

A report of the Head of Strategic Support was submitted to obtain approval to implement the proposal relating to how the new national Joint Council (NJC) pay spine, which would be effective from 1st April 2019 would be implemented within the Council (item 8 on the agenda filed with these minutes).

Views were expressed that the report was clear, that the work had been complex and that it was good to see that there would be no losers as a result of the proposal and that the Trade Unions were in agreement. The fact that the Council paid a living wage to all its employees was welcomed.

**RESOLVED** that the implementation of a revised NJC pay spine effective from 1st April 2019, as set out in Option 1 in the report of the Head of Strategic Support, be agreed.

### Reason

The national 2018 pay scales and allowances were agreed in April 2018 between the National Employers and the NJC Trade Union side. In order to comply with the principles of the pay agreement the Council needs to review and alter its local pay structure.

## 15. DATE OF NEXT MEETING

**RESOLVED** that the next meeting of the Committee (11th December 2018) be rescheduled to Wednesday, 5th December 2018 at 6.00pm\*.

## Reason

In accordance with the request of the Chair prior to and at this meeting.

*\*The Chair has since decided that the next meeting on 5th December 2018 should commence at 7.00pm, to accommodate members of the Committee who are Leicestershire County Councillors and will be required to attend a meeting taking place at the County Council that afternoon.*

## NOTES:

1. No reference may be made to these minutes at the Council meeting on 5th November 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Personnel Committee.