

**PERSONNEL COMMITTEE****14 January 2008**Attendance:

## Councillors:

Godfrey (Chairman) (P)

Chapman (P)  
Collin  
Cooper (P)  
Fall (P)  
Goodall (P)  
Johnston (P)Learney (P)  
Nelmes (P)  
Read (P)  
Weston (P)  
Worrall (P)

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**1. MINUTES**

## RESOLVED:

That the minutes of the previous meeting of the Committee held on 12 November 2007 (less exempt items) be approved and adopted.

**2. ORGANISATIONAL DEVELOPMENT: SIX MONTH POST IMPLEMENTATION REVIEW**  
([Report PER136 refers](#))

The Chief Executive reported on the measurable successes to date following the implementation of changes to the Council's senior management structure. He reminded Members that the reorganisation had resulted in savings to the organisation from a reduction in senior management headcount. Acknowledging that there had been some initial disruption following the reorganisation, the transition to the new structure had been reasonably seamless and he was satisfied that there had been no negative impact on service delivery.

Reporting on other qualitative successes from the reorganisation, he referred to Directors each having more corporate and crosscutting roles. This allowed them, for example, to be more engaged in complex and large projects, such as Silver Hill and West of Waterlooville Major Development Area. Senior Management Group (SMG) had also been empowered to have more accountability for the performance of their divisions. Managers were also directly involved in cross-cutting, corporate working such as implementing organisational 'change' as part of the Council's 2010 agenda.

He explained that Corporate Management Team (CMT) was collectively involved in setting 'direction of travel' statements for the change programmes and the 'Change Teams' (led by managers) would then drive forward, and deliver. At the conclusion of his presentation, the Chief Executive reported that the reorganisation had shown success in maximising the capacity of the organisation to utilise its resources more effectively. He responded to a number of detailed questions.

During discussion, he acknowledged concerns over 'Corporate Capacity' in some areas of the Council to deliver its services. He explained that the Business Planning Process was the key to setting more realistic timetables and for planning use of resources. Managers should also be consistent in their approach to large projects and not be distracted by other projects, until followed through to a logical milestone.

Responding to a question, the Chief Executive reported that he was comfortable with the embedding of the new structure to date. For example, CMT had by now had a chance to respond to their new strategic roles and although were still evolving, their roles could be formally reviewed via the appraisal system. There was perhaps a need for further clarification of the more operational roles of Line Managers.

The Chief Executive referred to changes in the Finance Accountancy Team that had been implemented since the restructure of the Council's senior management. He explained that the new Head of Finance had identified a new mix of skills required from the Team to meet changes in expectations from both internal and external customers. This restructure had been mainly cost neutral.

RESOLVED:

That the content of the Report be noted.

3. **EQUAL PAY POLICY**  
([Report PER135 refers](#))

Councillor Nelmes declared a personal (but not prejudicial) interest as she had been involved, when in previous employment with the City Council, as a representative of Unison in discussions with regard to job evaluation and pay agreements. She both spoke and voted thereon.

During discussion, the Head of Organisational Development confirmed that it was within the equalities legislation that the Council had a duty to monitor the equality policies of its contractors. The Council also sought assurances that they were in place when negotiating new contracts. It was agreed that this be clarified within the Equal Pay Policy with appropriate wording based on the following:

'The Council uses its best endeavours to ensure that its contractors embrace similar equal pay policies'

It was also agreed that, to provide additional assurance that equal pay structures were maintained in the organisation, reference be made within the Policy to the Council's existing bi-annual Equal Pay Audits. The Head of Organisational Development advised that it was an action within her Division's Business Plan to carry out the exercise and to benchmark its pay rates against the comparator group as set out at paragraph 4.2.2.

Members referred to the headings set out under paragraph 4.2 and the Head of Organisational Development clarified that, although they were matters separate to the Policy, each could potentially have a direct impact on equal pay. For example, she explained that it was important to check that staff turnover (paragraph 4.2.5) was not influenced by disproportionate pay within the Council and in comparison to other similar organisations.

The Committee requested that the following corrections be made (as shown in bold) to the finalised document:

Paragraph 2.2 – “...equal pay is given to workers carrying out like work or work seen as equivalent **or of** equal value”

Paragraph 4.2.2 – “Havant **Borough** Council”

RESOLVED:

1. That the Equal Pay Policy, as set out at Appendix 1 to the Report, be agreed, subject to the corrections set out above and with the addition of words (to be finalised by the Head of Organisational Development in consultation with the Chairman) to clarify the following:

(i) that the Council monitors the Equality Policies of its contractors and also examines them when setting up new contracts.

(ii) that reference be made within the Policy to the Council's existing bi-annual equal pay audits.

2. That the Head of Organisational Development be authorised to implement the Policy as set out and as amended above, subject to no material changes arising from final consultation with Unison.

#### 4. **EXEMPT BUSINESS**

RESOLVED:

1. That in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

2. That the public be excluded from the meeting during the consideration of the following items of business because it is likely that, if members of the public were present, there would be disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

<u>Minute Number</u>	<u>Item</u>	<u>Description of Exempt Information</u>
#	Exempt Minutes of previous meeting of the Committee held on 12 November 2007	) Information relating to a particular individual. (Para 1 to Schedule 12A refers).
		) Information which is likely to reveal the identity of an individual (Para 2 to Schedule 12A refers)
	• Cultural Services Division Staff Changes	) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and
	• Personal Assistant Review	)

- ) employees of, or office holders
- ) under, the authority. (Para 4 to
- ) Schedule 12A refers)

5. **EXEMPT MINUTES**

RESOLVED:

That the exempt minutes of the previous meeting of the Committee held on 12 November 2007, be approved and adopted.

The meeting commenced at 6.45pm and concluded at 7.50pm.

Chairman