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**Service Director – Legal, Governance and
Commissioning**

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Tuesday 17 April 2018

Notice of Meeting

Dear Member

Personnel Committee

The **Personnel Committee** will meet in the **Leadership Meeting Room - 1st Floor, Civic Centre 3, Huddersfield, HD1 2TG** at **4.15 pm** on **Wednesday 25 April 2018**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Personnel Committee members are:-

Member

Councillor David Sheard (Chair)
Councillor David Hall
Councillor Terry Lyons
Councillor Peter McBride
Councillor Shabir Pandor
Councillor John Taylor
Councillor Graham Turner
Councillor Nicola Turner

When a Personnel Committee member cannot be at the meeting another member can attend in their place from the list below:-

Substitutes Panel

Conservative

B Armer
D Bellamy
N Patrick
G Wilson
D Firth

Green

K Allison
A Cooper

Independent

C Greaves

Labour

E Firth
S Hall
C Scott
M Sokhal
S Ullah
S Pandor

Liberal Democrat

J Lawson
A Marchington
A Pinnock
L Wilkinson

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

This is where Councillors who are attending as substitutes will say for whom they are attending.

2: Minutes of Previous Meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 13 February 2018.

3: Interests

7 - 8

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Member Question Time

To consider questions from Councillors.

6: Deputation/Petitions

The Committee will receive any petitions and hear any deputations from members of the public.

A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

7: Sickness absence in 2017/18 and 2018/19

9 - 14

To consider an update on the work being undertaken by services to manage sickness absence

Contact: Deborah Lucas – 01484 221000.

8: Employee Relations Sub Committee - 25 January 2018

15 - 18

To receive the minutes of the Sub Committee meeting held on 25 January 2018

Contact: Steve Copley – 01484 221000.

9: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

10: Update on Human Resources and Industrial Relations and Trade Union Relationships in the Council

19 - 28

To consider:-

- (a) A general update on developments in the period since the Personnel Committee on 13 February 2018, and
- (b) A specific update on the work being undertaken to follow up on the outcome of the Employee Relations Sub Committee meeting on 25 January 2018

Contact: Deborah Lucas and Karl Battersby – 01484 221000.

11: Succession Planning and Managing Change

29 - 32

To receive an update on developments in the period since the Personnel Committee on 13 February 2018.

Contact: Jacqui Gedman Tel: 01484 221000

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Contact Officer: Steve Copley

KIRKLEES COUNCIL

PERSONNEL COMMITTEE

Tuesday 13th February 2018

Present: Councillor David Sheard (Chair)
Councillor David Hall
Councillor Terry Lyons
Councillor Peter McBride
Councillor Andrew Palfreeman
Councillor Shabir Pandor
Councillor Graham Turner
Councillor Nicola Turner

1 Membership of the Committee

Apologies for absence were noted on behalf of Councillor John Taylor.

Members of the Committee also welcomed Deborah Lucas, the new Head of People Services, to her first Personnel Committee meeting.

2 Minutes of Previous Meeting

The minutes of the Personnel Committee meeting held on 18 December 2017 were approved.

3 Interests

None declared.

4 Admission of the Public

Members resolved to consider items 9-11 in private session, as they contain exempt information. The details and reasons are set out at the start of each item.

5 Public Question Time

No questions were received.

6 Member Question Time

No questions were received.

7 Deputation/Petitions

No deputations or petitions were received.

8 Exclusion of the Public

RESOLVED - That acting under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically stated in the under mentioned minutes.

9 Update on Human Resources and Industrial Relations and Trade Union Relationships in the New Council

(Exempt information relating to consultations or negotiations, or contemplated consultations and negotiations, in connection with a labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The need to maintain confidentiality around negotiations with the trade unions outweighs the public interest in disclosing the information)

Further to the Personnel Committee on 18 December 2017, the Committee received a verbal update from Jacqui Gedman on the progress being made in the discussions with the trade unions.

In summary, today's report focused on:-

- The outcome of the Employee Relations Sub Committee (25 January 2018) which had considered the outcome of the Central Negotiating Team (7 December 2017) regarding issues in Refuse Collection Services.
- Relationships between the management and trade union sides at the present time
- New opportunities to try to improve these relationships in 2018/19

RESOLVED- Members of the Personnel Committee agreed to:

(1). Receive this progress report

(2). Request Karl Battersby and Deborah Lucas to follow up on the outcome of the Employee Relations Sub Committee, as set out in the decision letter from Councillor Graham Turner, the Chair of the Sub Committee, to the joint secretaries for the management and trade union sides

(3). Request officers to prepare a progress report on (2) above and the next steps surrounding the work on the independent assessment of refuse collection services e.g. the participants, the terms of reference and the timescales, in time for the next Personnel Committee in March 2018 (Date tbc)

(4). Ask Deborah Lucas to follow up on the concerns raised by members of the committee about the communications and correspondence from Kirklees Unison.

10 Succession Planning and Managing Change

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Personnel Committee - 13 February 2018

Following a report at the Personnel Committee on 18 December 2017, Jacqui Gedman introduced a verbal report which focused on the:-

- Appointment of Elaine McShane to the post of Service Director - Child Protection & Family Support (*A decision taken at the last Personnel Committee meeting on 18 December 2017*)
- News that Saleem Tariq, Deputy Director for Children's Services in Leeds, will be working with Kirklees for four days per week from February 2018 onwards as part of the partnership arrangements with Leeds City Council. Steve Walker will also be working in Kirklees on the remaining day.
- Improvements being made within Kirklees Children's Services as a result of the partnership between Kirklees Council and Leeds City Council
- Plans to fill a number of Head of Service posts in Kirklees Children's Services
- Plans to recruit to the post of Service Director for Learning and Early Support in 2018
- Two options to fill the position designated as Section 151 Officer as soon as possible and before the departure of Debbie Hogg in February 2018. In summary, these options were (a) the appointment of an internal candidate, on an acting basis for an interim period to the post which is designated as such in the Councils constitution, working with the help and support from colleagues in a neighbouring authority, or (b) to go to external market to find a suitable interim candidate. The interim arrangement will be in place pending the recruitment of a permanent Section 151 Officer.

RESOLVED- Members of the Personnel Committee agreed to:-

- (1). Note the update provided regarding developments and posts in Kirklees Children's Services
- (2). Note plans to recruit to the position of Service Director for Learning and Early Support, which will involve a member appointment panel, based on a ratio of 2.1.1
- (3). Ask Jacqui Gedman to pursue option (a) to fill the position of Section 151 Officer on an interim basis and as soon as is possible. A member appointment panel, based on a ratio of 2.1.1, will be convened, if required. Progress to be shared with the Personnel Committee in March 2018 (Date tbc)
- (4). Ask Jacqui Gedman to provide councillors with an updated version of the senior management structure chart as soon as is possible given the pending appointments.
- (5). Ask Jacqui Gedman and Deborah Lucas for an update report for the next Personnel Committee in March 2018 (date tbc) on the management of sickness absence across the Council.

11 Management posts in Adult Social Care Services

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Following on from reports to the Personnel Committee in 2017, Jacqui Gedman and Richard Parry introduced a report which sought approval to make appointments to the service director structure in Adult Social Care working within the existing establishment.

Jacqui Gedman and Richard Parry went on to explain the background and reasons for each of the recommendations within the report.

RESOLVED- Members of the Personnel Committee agreed with the recommendations in the report, that:-

(1). Having considered the options set out in paragraph 3.5 of the report, the Personnel Committee supports option 2

(2). Following on from (2) above, the Personnel Committee agreed to establish a sub-committee to consider the re-appointment of Sue Richards on a part time basis (18.5 hours per week) on a fixed term contract until 31 December 2019 to the post of Service Director - Community Plus and Integration.

(NOTE: In light of this decision, a sub-committee took place to confirm this appointment. Notice for this potential meeting was provided via the agenda for the Personnel Committee)

(3). The Personnel Committee approves the changes in the Adult Social Care management structure within existing overall establishment levels to ensure that there is sufficient Service Director capacity to manage operational pressures and service improvement and transformation in Adults Social Care.

(4). Having considered the options set out in paragraph 4.4 of the report to secure additional Service Director capacity, the Personnel Committee supports option 2, which involve an approach to the Clinical Commissioning Groups (CCGs) to consider establishing a joint post

(5). Following on from (4) above, the Personnel Committee agrees that Richard Parry put in place the appropriate recruitment arrangements to secure the additional Service Director capacity as soon as is possible. A member appointment panel, based on a ratio of 2.1.1, will be convened, as appropriate.

(6). In light of the decisions set out above (1) to (6) Jacqui Gedman and Richard Parry to prepare a progress report for the Personnel Committee in Spring 2018, to explain how these arrangements and proposals are developing in reality and the timescales involved in making any permanent appointments.

Personnel Committee - 13 February 2018

(7). Jacqui Gedman and Deborah Lucas to prepare a report for a future Personnel Committee meeting on succession planning in the Council, in particular relating to senior management and how we might best retain and/or transfer knowledge, experience and skills so that these are not lost from the Council .

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KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Personnel Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Personnel Committee

Date: 25th April 2018

Title of report: Sickness Absence Update

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Is it in the Council's Forward Plan ?	No
Is it eligible for "call in" by Scrutiny ?	No
Date signed off by <u>Director</u> & name Is it signed off by the Director of Resources? Is it signed off by the Service Director – Legal, Governance and Commissioning (monitoring Officer)?	Jacqui Gedman , Chief Executive 16 th April 2018 Julie Muscroft 17 th April 2018
Cabinet member portfolio	Cllr David Sheard, Leader of the Council, Cllr Shabir Pandor, Deputy leader of the Council

Electoral [wards](#) affected: N/A

Ward councillors consulted: N/A

Public or private: Public

1. Purpose of report

- 1.1 To receive an update from the Head of People Services on current levels of sickness absence and proposals for improving attendance going forward.

2. Background

- 2.1 The Council's sickness absence target for 2017/18 was set at 10 days per employee, reducing to 9 days per employee for 2018/19.
- 2.2 Since July 2017, the level of sickness absence has been steadily increasing with the current average number of days lost per employee at 12.2 days. Levels of absence vary across directorates with the highest level reported in Adults (14.5 days) and the lowest level reported in Corporate Service (9.2 days).
- 2.3 The main reasons for absence relate to stress, mental ill-health and musculoskeletal conditions and at present, there are 100 cases of ill-health that have continued beyond 3 months.
- 2.4 At a national level, the CIPD's Absence Management Survey published in 2017 reported that the average number of days lost to sickness absence across the public sector was 8.5 days. Stress, mental ill-health and musculoskeletal conditions were the main causes of sickness, with over half of the public sector reporting an increase in stress related absences and two-thirds reporting an increase in mental ill-health.
- 2.5 Therefore, whilst our absence levels are higher than the national average for the public sector, the reasons for those absences are reflective of the national trend in the public sector.

3. Approach to date

- 3.1 In order to support managers to address increasing sickness absence levels, a number of measures have been put in place across the Council; these include:
- Providing on-line absence management training via the MiPod system;
 - Developing an on-line health referral form to simplify and speed up the referral process;
 - Delivering bespoke absence management workshops for managers in Adults and Children's Services;
 - Providing managers with access to management information, including automatic notifications when employees remain absent for 8, 29 and 57 calendar days, setting out what actions are required;
 - Offering mentoring, coaching and mediation interventions.

- 3.2 In addition, a forum of Mental Health Champions has recently been established to provide support to the workforce and we have also developed a 'Reasonable Adjustment Passport' which supports employees as they move into new roles across the authority.
- 3.3 Whilst the approach to date has been valuable, sickness absence continues to rise and we therefore need to review and radically change we manage attendance; we need to shift to an approach that focuses on prevention and positive intervention and on improving the health and wellbeing of our workforce, with the aim of minimising time spent reacting to sickness absence.

4. Improving the Health and Wellbeing of our Workforce

- 4.1 A key theme of our [People Strategy](#) is cultural change, with a focus on 'Wellbeing'. This provides us with a real opportunity to transform the way in which we approach sickness absence; moving away from traditional methods of managing attendance and replacing these with a strength based approach, investing in improving the health and wellbeing of our workforce.
- 4.2 This approach is critical and research shows that healthy and well-motivated employees have a positive impact on the productivity and effectiveness of services. A healthy workplace and a healthy workforce can help to:
- reduce levels of ill health and injuries within an organisation;
 - reduce the incidence and duration of absence through enabling workers to return to work more quickly;
 - improve levels of work satisfaction and employee morale;
 - improve staff retention and lower employee turnover;
 - improve the effective and efficient delivery of services;
 - create a culture where the workforce is more resilient and responds positively to organisational change and development.
- 4.3 Therefore, as part of the Wellbeing work stream of the People Strategy, a Health and Wellbeing Strategy will be developed. A key element of this strategy will be to encourage and support our employees to develop and maintain healthy lifestyles. The strategy will provide the foundation for us to lead as an exemplar both in supporting our own workforce and in clearly addressing key health and wellbeing matters that affect the Kirklees community as a whole. Many of our employees are also residents; therefore, understanding and being supported to develop healthy lifestyles will help staff promote these to others, whether in their role as service providers or as residents.
- 4.4 The strategy will be co-produced, working with public health and medical colleagues and will be informed by business intelligence. Once developed, the strategy will be brought to life by an action plan, which will have clear timescales and outcomes. It is anticipated that the

strategy will be completed by 31st July 2018.

- 4.5 Integral to the success of our Wellbeing Strategy, will be the transformation of our Employee Health Care offer. Historically, this service has been engaged in the management of absence on a reactive basis. This service is a valuable asset and an untapped resource. Going forward, the service needs to be proactive, engaging and at the heart of providing cutting-edge solutions to improving the wellbeing of our workforce. In this respect, it is proposed that there is a fundamental review of the service to ensure that it is fit for purpose and delivering the best outcomes for Kirklees.
- 4.6 In addition to the above, it is critical that as an organisation, we produce robust business intelligence that is monitored and challenged appropriately at all levels in the organisation. In terms of workforce intelligence, measures have already been put in place for the Executive Team to receive a holistic overview of key workforce data on a monthly basis. This data covers key areas such as resourcing, wellbeing and talent development and not only provides the leadership team with visibility of key workforce data but more importantly, enables challenge at a senior level. A drill down of this data will be produced at a directorate level and shared with appropriate SLT's to enable further challenge.
- 4.7 In terms of engagement with councillors, the next steps will be to present this key workforce data to elected members on a regular basis; this will include regular reports to Personnel Committee and will ensure that members are sighted on workforce intelligence and have the opportunity to challenge and support at the highest level.
- 4.8 On a final point, it is essential that the policies and processes that underpin our wellbeing agenda are clear and concise and well communicated so that staff fully understand them and managers are confident in applying them so that the workforce is fully supported and managers have the tools to effectively manage absence. In this respect, as part of the People Strategy, a review will be undertaken of the key policies and process relating to health and wellbeing and improvements will be made.

5. Conclusion

- 5.1 Taking a proactive approach to improving the health and wellbeing of our workforce, coupled with a framework of clear systems and processes that are communicated, monitored and challenged at all levels in the organisation will ensure that going forward, managers will have the tools not only to support staff but also to tackle high levels of sickness absence.
- 5.2 This holistic approach will ensure that we create a climate within which we will improve the health and wellbeing of our workforce and in turn,

improve levels of attendance.

6. Cabinet portfolio holder recommendation

6.1 There is no specific Portfolio Holder recommendation

7. Officer recommendation

7.1 The Personnel Committee is recommended to note the content of this report and support the development of a Workforce Health and Wellbeing Strategy going forward.

8. Contact officer

Jacqui Gedman, Chief Executive

9. Service Director responsible

Deborah Lucas, Head of People Service

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Contact Officer: Steve Copley

KIRKLEES COUNCIL

EMPLOYEE RELATIONS SUB-COMMITTEE

Thursday 25th January 2018

Present: Councillor Graham Turner (Chair)
Councillor Andrew Cooper
Councillor Lisa Holmes
Councillor Naheed Mather
Councillor John Taylor
Councillor Nicola Turner
Councillor Nigel Patrick

In attendance: Jacqui Gedman, Chief Executive
Will Acornley, Head of Environment and Greenspace
Joanne Bartholomew, Service Director - Commercial, Regulatory and Operational Services
Rachel Spencer-Henshall, Strategic Director - Corporate Strategy & Service Director - Policy, Intelligence & Public Health
Debra Ladlow, HR Manager
Maureen Manson, HR Partner
Gary Cleaver
Andrew Eastwood
Paul Holmes
Lyll Singleton
Andrew Maud
Andrew Thompson
Dave Williams

Apologies: Councillor David Sheard
Councillor David Hall
Councillor Marielle O'Neill
Councillor Shabir Pandor

1 Membership of the Committee

Apologies for absence were noted on behalf of Councillors David Hall, Marielle O'Neill, Shabir Pandor and David Sheard

Councillors Nigel Patrick and Graham Turner substituted for Councillors David Hall and Shabir Pandor

Members of the Sub Committee also agreed that, in the absence of Councillor David Sheard, Councillor Graham Turner should chair today's meeting.

Employee Relations Sub-Committee - 25 January 2018

2 **Minutes of Previous Meeting**

The minutes of the Employee Relations Sub Committee on Monday 28 April 2014 were received and approved as a correct record.

3 **Interests**

No formal declarations of interest were submitted.

However, Councillor Nicola Turner did indicate that she knew one of the trade union representatives at today's meeting.

4 **Admission of the Public**

Members resolved to consider item 7 in private session, as it contains exempt information. The details and reasons are set out at the start of the item.

5 **Deputations/Petitions**

No deputations or petitions were received.

6 **Exclusion of the Public**

RESOLVED - That acting under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically stated in the under mentioned minutes.

7 **Refuse Collection Services**

(Exempt information relating to consultations or negotiations, or contemplated consultations and negotiations, in connection with a labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The need to maintain confidentiality around negotiations with the trade unions outweighs the public interest in disclosing the information).

The Chair welcomed everyone to the meeting and explained that the purpose of the meeting was to consider the decisions taken at the Central Negotiating Team meeting on 7 December 2017, and asked everyone to acknowledge that today's discussions were confidential along with the materials and submissions provided. However, it was explained that news of the decisions taken by today's meeting could be shared by the management and trade union sides.

The Sub Committee considered oral and written submissions from UNISON and the management side regarding matters relating to refuse collection services in Kirklees

Members noted that the trade union and management sides held a Central Negotiating Team meeting on 7 December 2017, which had been chaired by Rachel Spencer Henshall. Mr Paul Holmes, the joint secretary for the trade union side, having been informed of the outcome of that meeting, had referred consideration of the matter(s) to the Employee Relations Sub Committee

The Chair invited Rachel Spencer Henshall to explain the issues which the Central Negotiating Team had been asked to consider, along with her decision on the

Employee Relations Sub-Committee - 25 January 2018

outcome of that meeting. It was explained that the meeting had, in summary, been asked to consider three issues:-

- (i) Holidays and work during the Christmas and New Year holiday period 2017
- (ii) Allegations of bullying
- (iii) The current refuse collection rounds

The Chair then invited Paul Holmes to introduce the case for the trade unions which he did after first explaining that he had sent a letter to Cllr David Sheard to indicate that the trade unions appeal at today's meeting would only focus on (i) above, as the other matters were being dealt with separately. Members of the Sub Committee went on to ask questions about the case and the submission

The Chair then asked Joanne Bartholomew to introduce the case for the management side. Members of the Sub Committee and Paul Holmes went on to ask questions about the case and the submission

The Sub Committee then adjourned for a brief period, at the request of the trade unions, following which councillors and Paul Holmes continued to ask questions.

Paul Holmes went on to raise an objection, which he asked to be recorded in the minutes, as he felt that he, on behalf of the trade union side, had not been allowed to ask some questions about some of the points made in the presentation of the management side case which did cover many of the issues raised in the Central Negotiating Team meeting on 7 December 2017.

The Chair then asked Joanne Bartholomew and Paul Holmes to provide a summary of their cases

The Chair then asked for an adjournment to allow members to consider their decision having heard the submissions and summaries from both the trade union and management sides.

When the meeting reconvened, the Chair thanked everyone for attending today's meeting and explained that the Sub Committee had reached an agreement on a decision and that, due to the late finish, he would prepare and issue this in writing to both sides as soon as was possible.

RESOLVED: - That the Chair write to the representatives of the management and trade union sides to inform them of the decision and outcome of today's meeting (The letter was issued by Cllr Graham Turner on Tuesday 30 January 2018)

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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