

Committee: Personnel Committee
Date: Wednesday 5 June 2013
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Lynn Pratt (Chairman)	Councillor Melanie Magee (Vice-Chairman)
Councillor Ken Atack	Councillor Ann Bonner
Councillor Norman Bolster	Councillor Patrick Cartledge
Councillor G A Reynolds	Councillor Alaric Rose
Councillor Lawrie Stratford	Councillor Rose Stratford
Councillor Lynda Thirzie Smart	Councillor Barry Wood

AGENDA

1. Apologies for Absence and Notification of Substitute Members

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest which they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. **Minutes** (Pages 1 - 6)

To confirm as a correct record the Minutes of the meetings of the Committee held on 6 February 2013 and 15 May 2013.

6. **Joint Homeworking Policy** (Pages 7 - 26)

Report of Head of Transformation

Summary

To consider the Council policy in relation to the revised Joint Home-working Policy.

Recommendations

The Personnel Committee is recommended to:

- (1) Approved the revised Joint Home-working policy.

7. **Employment Statistics Quarter 4 - 2012-2013** (Pages 27 - 34)

Report of Head of Transformation

Summary

The purpose of this report is to detail employment statistics, by Directorate, for information and monitoring purposes and to compare the Cherwell District Council position against the wider employment market.

Recommendations

The Personnel Committee is recommended to:

- (1) Note the contents of this report.

8. **Exclusion of the Public and Press**

The following reports contain exempt information as defined in the following paragraphs of Part 1, Schedule 12A of Local Government Act 1972.

1 – Information relating to any individual

2 – Information which is likely to reveal the identity of an individual

3– Information relating to the financial or business affairs of any particular person (including the authority holding that information).

4 – 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 employees of, or office holders under, the authority.

Members are reminded that whilst the following item(s) have been marked as exempt, it is for the meeting to decide whether or not to consider each of them in private or in public. In making the decision, members should balance the interests of individuals or the Council itself in having access to the information. In considering their discretion members should also be mindful of the advice of Council Officers.

Should Members decide not to make a decision in public, they are recommended to pass the following recommendation:

“That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act.”

9. **Proposed Business Case for Implementing Phase One of a Shared Service for Cherwell District and South Northamptonshire Council's Environmental Services** (Pages 35 - 66)

Exempt Report of Head of Environmental Services

10. **Proposal for a Shared Human Resources Service with South Northamptonshire Council and a collaborative approach to the Delivery of HR Services with Stratford on Avon District Council** (Pages 67 - 124)

Exempt Report of Head of Transformation

11. **Resourcing - Major Development Projects** (Pages 125 - 134)

Exempt Report of Chief Executive

Pay Grades April 2013 - March 2014 - For Information

Councillors are requested to collect any post from their pigeon hole in the Members Room at the end of the meeting.

Information about this Meeting

Apologies for Absence

Apologies for absence should be notified to

democracy@cherwellandsouthnorthants.gov.uk or 01295 221601 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Evacuation Procedure

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the car park as directed by Democratic Services staff and await further instructions.

Access to Meetings

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named below, giving as much notice as possible before the meeting.

Mobile Phones

Please ensure that any device is switched to silent operation or switched off.

Queries Regarding this Agenda

Please contact Louise Aston, Democratic and Elections
louise.aston@cherwellandsouthnorthants.gov.uk, 01295 221601

Sue Smith
Chief Executive

Published on Tuesday 28 May 2013

Agenda Item 5

Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 6 February 2013 at 7.00 pm

Present: Councillor Lynn Pratt (Chairman)
Councillor Melanie Magee (Vice-Chairman)

Councillor Norman Bolster
Councillor Surinder Dhesi
Councillor Mike Kerford-Byrnes
Councillor G A Reynolds
Councillor Alaric Rose
Councillor Lawrie Stratford
Councillor Rose Stratford
Councillor Lynda Thirzie Smart
Councillor Barry Wood

Apologies
for
absence: Councillor Ken Atack

Officers: Jo Pitman, Head of Transformation
Paula Goodwin, Projects & Policy Manager
Lorraine Daniel, Senior Administrative Officer HR
Louise Aston, Team Leader, Democratic and Elections

16 **Declarations of Interest**

There were no declarations of interests.

17 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

18 **Urgent Business**

There was no urgent business.

19 **Minutes**

The minutes of the meeting held on 12 September 2012 were agreed as a correct record and signed by the Chairman.

20

Incremental Pay Progression and Appraisal Policies

The Committee considered a report of the Head of Transformation which sought approval of HR policy in relation to Incremental Pay Progression and Appraisals to ensure that the Council fulfilled its outstanding obligation in respect of a Collective Agreement reached with Unison in 2010.

In response to Members requests for clarification on career grades, the Projects and Policy Manager explained that they were used to give options for Managers to meet service needs. The example of Planning Officers who progress through a number of jobs linked to qualifications and may take more than one year to achieve was highlighted. Additionally, career grade Planning Officer roles encouraged Planners to remain with the Council as this was a field where difficulty with retention was commonplace.

The Committee agreed that providing the opportunity for progression through the salary grade by one increment was the best policy.

The Committee agreed that the development of the policies had been a comprehensive and well balanced piece of work which had been well worked through. The Projects and Policy Officer was commended for the effort that she had put into bringing this piece of work to conclusion.

Resolved

- (1) That the new Incremental Pay Progression Policy be approved.
- (2) That it be agreed that the policy provides for every employee falling under the terms of policy, to progress through the salary grade by one increment, subject to the employee meeting the minimum score for performance, as assessed through the appraisal framework.
- (3) That weightings for the length of time in each job, where an employee changes jobs in the course of an appraisal year, not be taken into consideration.
- (4) That the updated Appraisal Policy be approved.

21

Post Entry Training Policy

The Head of Transformation submitted a report which sought approval of the revised Post Entry Training Policy.

In introducing the report, the Projects and Policy Manager explained that the current process for the application and management of the post entry training budget and general provision was inconsistent and not robust enough to ensure the training budget was utilised for essential training. The Council also needed to ensure that Post Entry Training agreements were utilised and applied fairly to avoid challenge if an employee were to leave the authority within two years of completing the training.

In response to Members' requested for clarification on the recovery policy and when the course and associated fees would have to be repaid, the Committee was advised that such fees would have to be repaid if a member of staff was to leave the Council other than in the case of redundancy. The Projects and Policy Manager agreed to provide clarification within the policy, and to members of the Committee, whether fees would be repaid following dismissal for anything other than redundancy.

Resolved

- (1) That the new policy for Post Entry Training be approved.

22 **Employment Statistics Quarters 2 & 3 - 2012/2013**

The Senior Administrative Officer HR presented the report of the Head of Transformation which detailed the employment statistics, by Directorate, for information and monitoring purposes.

Resolved

- (1) That the report be noted.

23 **Harmonisation Project**

The Head of Transformation gave a verbal update on the harmonisation of terms and conditions project.

The project plan had been considered by the Council and Employee Local Joint Committee South Northamptonshire Council had noted the proposed project mandate, scope and resource implications.

The Chief Executive and Directors were giving consideration as to whether harmonisation should take a 'top to bottom' approach, be just for employees in shared services, job matching 'top to bottom', or job matching only in the case of shared services teams, along with the costs, resource implications and risks associated with these four options.

The meeting ended at 8.10 pm

Chairman:

Date:

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Cherwell District Council

Personnel Committee

Minutes of a meeting of the Personnel Committee held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 15 May 2013 at 7.43 pm

Present: Councillor Lynn Pratt (Chairman)
Councillor Melanie Magee (Vice-Chairman)

Councillor Ken Atack
Councillor Ann Bonner
Councillor Norman Bolster
Councillor Patrick Cartledge
Councillor G A Reynolds
Councillor Alaric Rose
Councillor Lawrie Stratford
Councillor Rose Stratford
Councillor Lynda Thirzie Smart
Councillor Barry Wood

1 Appointment of Chairman

Resolved

That Councillor Lynn Pratt be appointed Chairman of Personnel Committee for the municipal year 2013/14.

2 Appointment of Vice-Chairman

Resolved

That Councillor Melanie Magee be appointed Vice-Chairman of Personnel Committee for the municipal year 2013/14.

The meeting ended at 7.44 pm

Chairman:

Date:

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Personnel Committee

REVISED JOINT HOMEWORKING POLICY

5 JUNE 2013

Report of the Head of Transformation

PURPOSE OF REPORT

To consider the Council policy in relation to the revised Joint Home-working policy

This report is public

Recommendations

The Committee is recommended to:

- (1) Approve the revised Joint Home-working policy

Executive Summary

1 Introduction

- 1.1 The revised policy is attached as **Appendix 1**.
- 1.2 The revised Joint Home-working policy is intended to cover all staff employed at both South Northamptonshire Council and Cherwell District Council.
- 1.3 The Joint Home-working policy provides guidance for managers and employees when considering working from home on an ad-hoc or regular basis or mobile working. Regular home-workers or mobile workers are defined as employees who have the Councils' agreement to work remotely (most likely this will be from home but this will not exclusively be the case) as part of their job.

2 Proposals

- 2.1 The original version of this joint policy was approved in February 2012.
- 2.2 The revised joint policy promotes home-working where it adds value to the service efficiency of the organisation.
- 2.3 The policy sets out the circumstances under which an employee may gain approval from their manager to work from home. The policy refers to the following definitions of home-working.

2.4 There are various ways that home-working may operate, ranging from occasionally to regular home-working arrangements that are agreed by a variation to contract or mobile working.

2.4.1 Occasional home-working

Taking work home occasionally, on an ad hoc basis, to concentrate on a particular project or task may be suitable in the following circumstances:

- Where a specific task needs dedicated and focused input and/or could be undertaken more efficiently at home.
- Where staff take work home on an ad-hoc basis

Occasional home-working must be agreed with the line manager in advance. Employees will need to complete **Appendix A** and be supplied with appropriate equipment to enable occasional remote working i.e. a Vasco fob.

2.4.2 Regular contractual home-working

Working from home for a percentage of time on a regular basis as part of an agreed working pattern. This arrangement will be reflected in the contract of employment. Attendance in the office would be agreed the manager and the employee may also make outside visits. This may be suitable in the following circumstances:

- To facilitate a more flexible working pattern
- The job involves frequent/regular outside visits

2.4.3 Mobile worker(s)

Mobile workers may start and end their day from either a specific work/establishment base or their home. They plan their visits to make best use of their time and resources. Some mobile workers will spend most of their day out in the field, visiting sites and/or service users starting their day from the most appropriate location either the work base or at home.

There will be a requirement to “hot desk” on the occasions when they are working in the office. Hot-desking requires employees to work at whichever desk and computer is available rather than at a personal workstation.

- 2.5 The policy also advises on the equipment and materials required by the employee to facilitate working from home in addition to the issues of security and confidentiality and Health and Safety. The procedure also includes at **Appendix A**, a Manager and Employee Checklist which is currently completed to apply for home working and to gain Citrix (remote) access to IT via the Information Services Team. This form needs to be signed by the manager and employee, approved by the Head of Service and then sent to the HR team. **Appendix B** is the Working from Home Workstation Assessment for DSE Workers which is completed by the employee and the Corporate Health and Safety Manager.
- 2.6 Whilst considering if some or all of the employees within a service can home-work, it is recommended that home-working is piloted in the first instance. This will allow the relevant Head of Service or Manager to evaluate the impact and to ensure that any disruption is minimised once the scheme rolls out to the wider service(s).
- 2.7 The proposed policy removes the obligation on the behalf of the employee to complete an application to agree each period of home-working with their manager. Managers have viewed this as an over bureaucratic process.

3 Conclusion

- 3.1 The current Joint Home-working Policy is more restrictive and does not promote home-working. There are many benefits to home-working and building a flexible work force. The new policy will fit and integrate more appropriately with both Councils future aims and objectives for a flexible workforce.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The Council has an obligation to ensure its policies and procedures remain up to date in relation to the law and best practice as well as ensuring they meet Council Objectives.

The following options have been identified. The approach in the proposal is believed to be the best way forward:

Option One Approve the revised Joint Home-working Policy.

Option Two Retain the current policy.

Consultations

Trade Union The Trade Union provided feedback which has been incorporated into the revised policy.

Staff Consultation Group The Staff Consultation Group provided feedback which has been incorporated into the revised policy.

Implications

Financial:	There are no financial implications arising directly from this report. Comments checked by Karen Muir, Corporate System accountant 01295 221559
Legal:	There are no legal implications arising directly from this report. Comments checked by Nigel Bell, Team Leader – Planning & Litigation 01295 221687
Risk Management:	In adopting the revised policy the Council seeks to further eliminate potential risk to employees and service users Comments checked by Karen Muir, Corporate System Accountant 01295 221559

Wards Affected

ALL

Document Information

Appendix No	Title
Appendix 1	Joint Home-working Policy
Background Papers	
N/A	
Report Author	Janine Dean, HR Advisor
Contact Information	01295 221733



JOINT HOME-WORKING POLICY

CONTENTS

- 1 Policy Statement
- 2 Scope of the Policy
- 3 Supporting Policies
- 4 Home-working patterns
- 5 Benefits associated with home-working
- 6 Limitations
- 7 Suitable roles
- 8 Pilot scheme
- 9 Contractual home-working and trial periods
- 10 Health and Safety
- 11 Managing working time
- 12 Equipment provision
- 13 Confidentiality, Data Protection and Freedom of Information
- 14 Insurance, mortgage and tenancy agreements
- 15 Performance monitoring
- 16 Application process
- 17 Ceasing home-working

APPENDICES

- A Manager and Employee Checklist and Agreement
- B Working from Home – Workstation Assessment for DSE Workers
- C Home-working flow chart

1 Policy Statement

- 1.1 Both Councils are committed to providing high quality services to customers by a highly skilled, motivated and flexible workforce. The purpose of this policy is to promote a more efficient and flexible service delivery by enabling employees to reduce the need for excessive travel which will help to increase productivity.

2 Scope of the policy

- 2.2 This policy applies to all employees from Cherwell District Council and South Northamptonshire Council whose roles have been designated by their manager in discussion with the employee as being suitable for home-working or to employees who may wish to be considered to undertake home-working.

3 Supporting policies

- 3.1 As equal opportunities employers, both Councils have equality and diversity employment policies in place and provide flexible working arrangements and managers are encouraged to respond positively whenever possible to requests for varied working arrangements.
- 3.2 The Council's standard policies in relation to the secure storage and confidentiality of information apply equally to all employees working from home. This includes compliance with the **Data Protection Act 1998** and the **Freedom of Information Act 2000**. Confidential information must be destroyed in line with service guidelines.
- 3.3 Employees must ensure they comply with all current ICT policies, these can be found on the intranet at both Councils.
- 3.4 Employees must comply with their Council's Flexible working policy.
- 3.5 The Joint Organisational Change Policy will be used whilst consulting with employees during the implementation of contractual home-working requirements.

4 Home-working Patterns

- 4.1 There are various ways that home-working may operate, ranging from occasionally to regular home-working arrangements that are agreed between a manager and an employee by a variation to contract. All employees will need to complete the documents in **Appendix A** and **Appendix B** and obtain the appropriate authorisation from their Manager, the Corporate Health and Safety Manager and ICT before the commencement of any home-working or mobile working arrangements. These forms will only need to be completed **once** unless an employee's circumstances change.

4.1.1 Occasional home-working

Taking work home occasionally, on an ad hoc basis, to concentrate on a particular project or task may be suitable in the following circumstances:

- Where a specific task needs dedicated and focussed input and/or could be undertaken more efficiently at home.
- Where staff take work home on an ad-hoc basis.

Occasional home-working must be agreed with the line manager in advance. Employees will be supplied with appropriate equipment to enable occasional remote working i.e. a vasco fob.

4.1.2 Regular contractual home-working

Working from home for a percentage of time on a regular basis as part of an agreed working pattern. This arrangement will be reflected in the contract of employment. Attendance in the office is agreed on set days and the employee may also make outside visits. This may be suitable in the following circumstances:

- To facilitate a more flexible working pattern and more flexible use of office space.
- Where the job involves frequent/regular outside visits.

4.1.3 Mobile worker(s)

Mobile workers may start and end their day from either a specific work/establishment base or their home. They plan their visits to make best use of their time and resources. Some mobile workers will spend most of their day out in the field, visiting sites and/or service users starting their day from the most appropriate location either the work base or at home.

4.1.4 There will be a requirement to “hot desk” on the occasions when they are working in the office. Hot-desking requires employees to work at whichever desk and computer is available rather than at a personal workstation.

5 **Benefits**

5.1 Benefits associated with home-working:

- Can improve productivity (volume and quality).
- Provides greater flexibility in an employee’s working day.
- Supports the Green Travel Policy.
- Savings on business mileage and car parking expenses / spaces.
- Uses office accommodation more efficiently.
- Provides greater freedom to manage workloads.
- Provides greater motivation, job satisfaction, and personal wellbeing.
- Contributes to recruitment and retention.
- Supports and complements e-government.
- Allows employees who have a disability or temporary health issue to continue working.
- Allows employees with a temporary transport issue to continue working.

6 **Limitations**

6.1 The disadvantages to home-working that need to be considered are:

- The management and training of staff using their home as a work base can be more difficult.
- Social and organisational isolation.

- Lack of division between work and home.
- Non compliance with Working Time Regulations.
- An employee's home environment may not be appropriate for home-working.

6.2 Home-working is based on trust and a line manager will be required to trust their employee to work the hours agreed as part of any home-working arrangement. If the manager has evidence to suggest that this trust has been broken, an employee will be required to return to the office with immediate effect. This may also result in disciplinary action.

6.3 A manager can revoke a request for home-working where an employee's performance, attendance or conduct is a cause for concern.

7 **Suitable roles**

7.1 Before agreeing home-working arrangements, the line manager should give full consideration to the suitability of the job role(s) to be undertaken from home. Consideration needs to be given to which aspects of a job are appropriate for carrying out at home and how the home-working arrangement might impact upon service delivery.

7.2 The following points will assist with this assessment:

- Nature of the work
- Impact on customers and service provision
- Nature of location of employees home (for example, is there broadband availability?)
- Impact on other employees and services
- Commitment, attitude and circumstances of the employee(s)
- Supervisory and reporting arrangements
- Regularity required of contact and attendance at meetings
- Confidentiality and sensitivity issues
- Compatibility of combining field based work with home-working

7.3 In all cases, the council will reserve the right to change any home-working agreement should the needs of the service change.

7.4 Home-working should only be used if the needs of the job and the service allow it taking account of the above considerations. Home-working should not be used as a substitute for care arrangements such as for childcare or for other personal reasons unless formally requested under the Council's flexible working policy.

8 Pilot scheme

- 8.1 Where a Manager is considering if some or all of the employees within a service can home-work, it is recommended that home-working is piloted in the first instance. This will allow the relevant Head of Service or Manager to evaluate the impact and to ensure that any disruption is minimised once the scheme rolls out to the wider service(s).

9 Contractual home-working and trial periods

- 9.1 Where a Manager agrees that an employee(s) location of work will need to vary to home-working on a regular basis, the line manager is requested to complete a contract amendment form and forward to Human Resources. The employee will then be issued with a revised contract of employment.
- 9.2 Job roles identified as **regular** home-working will be subject to a contractual change of contract which will include a review period for the home-working arrangement at the end of the **three month period** and with an agreed date for review thereafter.

10 Health and safety

- 10.1 Under the Health and Safety at Work Act 1974 all employees have a general duty to:
- Take reasonable care of themselves and others who may be affected by their acts or omissions whilst they work and to follow safe working practices;
 - Co-operate with other employees in carrying out duties of care imposed on the employer;
 - Not interfere with or misuse anything provided in the interest of health, safety and welfare;
 - Report accidents or unsafe working conditions to their employer.
- 10.2 This general duty, along with all other Council policies, applies equally to employees working at home.
- 10.3 All staff who work from home on a regular basis will be provided with a council laptop, monitor, mouse and keyboard. A health and safety self assessment of the working environment, including the desk and computer setup should be completed. This has to be signed off by the Corporate Health and Safety Manager prior to home-working commencing and the release of Council ICT equipment. A copy of the Health and Safety self-assessment will be sent to Information Services
- 10.4 The Council reserves the right to inspect an employee's home-working environment. This would only be done however with prior agreement of both the employee and the Corporate Health and Safety Manager. If the remote worker is unwilling to agree to a home assessment or if, after the home assessment, the Corporate Health and Safety Manager concludes that the home workstation is not appropriate, the line manager will need to advise the remote worker that they may no longer be eligible to work from home with immediate effect.
- 10.5 Employees should be reminded that whilst working at home they must take responsibility for:

- Reporting to their line manager any accident or injury without delay.
- Ensuring smoke detectors are present and working.
- Dealing with any first aid/medical emergency that may occur.

10.6 Homeworkers and those working remotely must supply a contact number to their line manager where they can be reached at all times. This is to fulfil lone working requirements. The employee should agree with their line manager whether or not it is necessary for the employee to check in with them or a designated colleague at an agreed time on a home-working day.

11 Managing working time

11.1 The Councils' guidelines on the Working Time Regulations require all employees to have a minimum 30 minute break every six hours, to ensure that a consecutive 11 hour break is taken within every 24 hour period and that a maximum 48 hour working week applies. This ruling applies equally to employees working at home.

11.2 Employees will be responsible for ensuring that they follow the flexible working hours policy and ensure they adhere to the Working Time Directive. The management of attendance and working time is in accordance with the employees' host authority.

11.3 Employees must remain in contact with the office during the working day and will be expected to attend all meetings and appointments as required. Meetings and appointments should not be arranged at the employee's home.

12 Equipment provision

12.1 The employee's department is responsible for the cost of any equipment which is provided to undertake home-working successfully. Most employees can undertake home-working after being supplied with a tag or token (contact Information Services to determine exactly what is required), although line managers should note that not all Council programmes are available via this system.

12.2 Where employees are provided with equipment to work from home, they are required to take reasonable care of it, use it for Council business only and in accordance with any appropriate operating instructions and within the requirements of the Data Protection Act. All equipment remains the property of the Council and must be returned upon request.

12.3 Any equipment that is supplied by the Council must be tested in line with current procedures and must be made available upon request. Employees should ensure that any obvious signs of damage to equipment are reported immediately to their line manager.

12.4 All employees planning to apply for Home-working should complete a Home Workstation Assessment (**Appendix B**). This must be completed and signed by the line manager (with a copy sent to the Corporate Health and Safety Manager) before home-working can commence. Any issues should be raised with the Corporate Health and Safety Manager immediately. Home-working equipment will not be provided until the IS team receive this Workstation Assessment.

12.5 Where employees working from home on an occasional basis are using their own

equipment, they must ensure that it is operating correctly, is safe to use and that any information stored will not contravene the Data Protection Act or enable others access to unauthorised Council information.

- 12.6 Whilst working from their home the employee is responsible for all costs associated with broadband costs, heating, lighting and ventilation etc. to ensure a safe and healthy working environment.
- 12.7 Telephones – where necessary employees will be provided with a Teleworker phone or a council mobile phone or Blackberry. Where this is not deemed appropriate, particularly in the case of occasional homeworking, reimbursement will not be made for business calls made using a personal telephone. This arrangement needs to be agreed before the commencement of home-working.
- 12.8 ICT support - The Service Desk will provide support to employees accessing Council ICT systems using council-supplied equipment. Employees should be reminded that it is their responsibility to ensure that any council equipment issued to them is kept in good working order. The Service Desk will not provide support to an individual's personal ICT equipment.
- 12.9 The Service Desk will not normally carry out a home visit to resolve issues with council equipment. If technical assistance is necessary, it will be the responsibility of the employee to transport the piece of equipment to one of the main council offices for diagnosis and/or repair wherever possible
- 12.10 In the unlikely event that access is required in the home for maintenance or compliance purposes, this must be granted, subject to reasonable notice being provided.
- 12.11 Should ICT arrangements for home-working fail – for example, a remote connection to council systems cannot be established because of a broadband fault - the employee will in most circumstances be required to return to the office.

13 Confidentiality, Data Protection and Freedom of Information

- 13.1 The Council's standard policies in relation to the secure storage and confidentiality of information apply equally to all employees working from home. This includes compliance with the Data Protection Act 1998 and the Freedom of Information Act 2000. Confidential information must be destroyed in line with departmental guidelines.

14 Insurance, Mortgages and Tenancy Agreements

- 14.1 An approved home-worker is covered by the Council's insurance arrangements for employer's liability.
- 14.2 If a contractual regular home-working arrangement is agreed the employee should notify their insurance company and landlord or mortgage provider that they will be working at home. The Council will not meet any additional costs incurred as a result.
- 14.3 Formal notification to mortgage lenders, or landlords, to obtain agreement to the partial use of premises for work may be required. Please check with relevant parties to find out if this affects you.

- 14.4 The insurance liability cover for staff who want to work at home is as follows:
- 14.5 Employer's Liability – The Council's policy covers staff members for normal business working but not if the member of staff was injured due to a fault within their home environment. Risk assessments must be carried out before home-working commences.
- 14.6 Personal Accident – The Council's policy covers staff members for normal business activities so would not cover the complete home environment.
- 14.7 Computer Equipment – All computer equipment owned by the Council is covered by the Council's insurance providing that it is maintained and kept safe. ALL equipment must be kept in a safe environment and laptops must not be left in an unattended vehicle. Personal computing equipment, even if used for council work, is not covered by the council's insurance.
- 14.8 Public Liability – Meetings with members of the public should take place in a place of work (an office) not at home. Public liability insurance does not cover members of the public. Any member of staff visiting another member of staff in the home will be covered in the normal way.

15 Performance Monitoring

- 15.1 Managers are expected to monitor performance for the individual as well as the service to establish the effectiveness of remote working. If, at any time, the manager is concerned that the remote worker is not working adequately or appropriately, then the manager can require a return to normal office-based working with immediate effect.
- 15.2 Regular one to one meetings should be used as an opportunity to discuss and resolve any problems or difficulties which may have been encountered. If problems cannot be resolved (for example, a remote worker's access to the network is blocked for a considerable period of time due to network connection problems), then the manager may require the remote worker to withdraw from the home working arrangement.

16 Application Process

- 16.1 All staff applying for home-working need to complete **Appendix A** which needs to be signed off by the Manager. All staff applying for homeworking will need to complete a Health and Safety Assessment (**Appendix B**). This will be reviewed and signed off by the Corporate Health and Safety Manager before home-working commences.
- 16.2 In addition to the completion of **Appendix A or B**, where a manager agrees or requests that an employee works from home on a regular basis then the line manager will also need to complete a Contract Amendment Form (this form can be found on the Council's intranet) which will detail the regularity of the home-working to be agreed and the reasons for it along with any reasons for which this arrangement may be terminated. This will form a permanent change to the employee's contract of employment.

- 16.3 Ad hoc home-working that has not been agreed as contractual home-working will need to be monitored and managed by the line manager. The employee requests to homework via an outlook calendar appointment no later than 24 hours before they wish to homework, the manager will either accept or reject a request depending on the reason for home-working and service cover provision.
- 16.4 Home-working should not be requested for personal reasons such as, to care for children or in any other circumstance where normal working hours for the day cannot be achieved. Home-working should be considered only where the needs of the service can be fulfilled.

DRAFT

SOUTH NORTHAMPTONSHIRE COUNCIL & CHERWELL DISTRICT COUNCIL

Joint Home-working policy

Manager & Employee Checklist and Agreement

To be completed by the manager with the home-worker present **before** working from home or remotely can begin. Once completed, the original checklist needs to be:

- signed by manager and employee,
- approved by Head of Service, and
- sent to Human Resources with other relevant forms if applicable.

Pattern of home-working requested:			
<input type="checkbox"/> Occasional <input type="checkbox"/> Mobile worker <input type="checkbox"/> Regular			
Issue	Yes	No	Comments/action
1. ICT Equipment & Materials			
• Has the employee received training regarding ICT systems and/or had an opportunity to test access to relevant work systems from a remote location?			
• Is all the relevant equipment in place (including access to Broadband)?			
• Have you discussed ICT security and confidentiality issues?			
• Has the employee completed the Workstation Assessment for DSE Users for his/her home work station? (not applicable for occasional remote workers)			
2. Performance Management			
• What arrangements are in place for monitoring work output, work quality etc?			
• What is the contact telephone number in the event of an emergency?			
• Have you reminded the employee about Council policies still applying, in particular those relating to data protection, health and safety and confidentiality?			
• Is the employee confident that he/she understands the implications of these policies?			
• What arrangements are in place for the employee to receive/make telephone calls while working remotely?			

<ul style="list-style-type: none"> • What will happen if the work output or any other aspect of performance management is not considered satisfactory? 			
<ul style="list-style-type: none"> • Which day(s) will the remote worker be working remotely? 			
<ul style="list-style-type: none"> • What are the arrangements for daily contact? 			
<ul style="list-style-type: none"> • Have you explained to the employee what will happen if ICT connectivity/ access becomes a problem? 			
3. Insurance			
<ul style="list-style-type: none"> • Has the employee confirmed he/she understands the insurance requirements set out in the policy document? 			
4. Any other issues			
<ul style="list-style-type: none"> • Do you or the remote worker have any other concerns or queries? If so, please list in the comments column. 			

Manager's declaration:

I have explained the policy on home working to the employee and I am satisfied that he/she understands everything that is required of him/her relevant to the type of home-working this employee will undertake.

Signed: Job Title:

Date: Division:

Employee's declaration:

I confirm that my manager has explained the policy on home working and that I understand my obligations under the policy as set out in both the policy and this checklist.

Signed: Job Title:

Date: Division:

Head of Service Approval:

Signed: Job Title:

Date:

Please forward a copy to Information Services for approval to release home-working equipment and a copy to Human Resources to place on the employee's personal file.

Equipment Required	
Date released	
Comments	
Actioned by (NAME)	

SOUTH NORTHAMPTONSHIRE COUNCIL & CHERWELL DISTRICT COUNCIL

**For All Employees Working from Home
Workstation Assessment for DSE Workers**

Name of Employee:

Location of workstation in the home:

Section:

Equipment ID No:

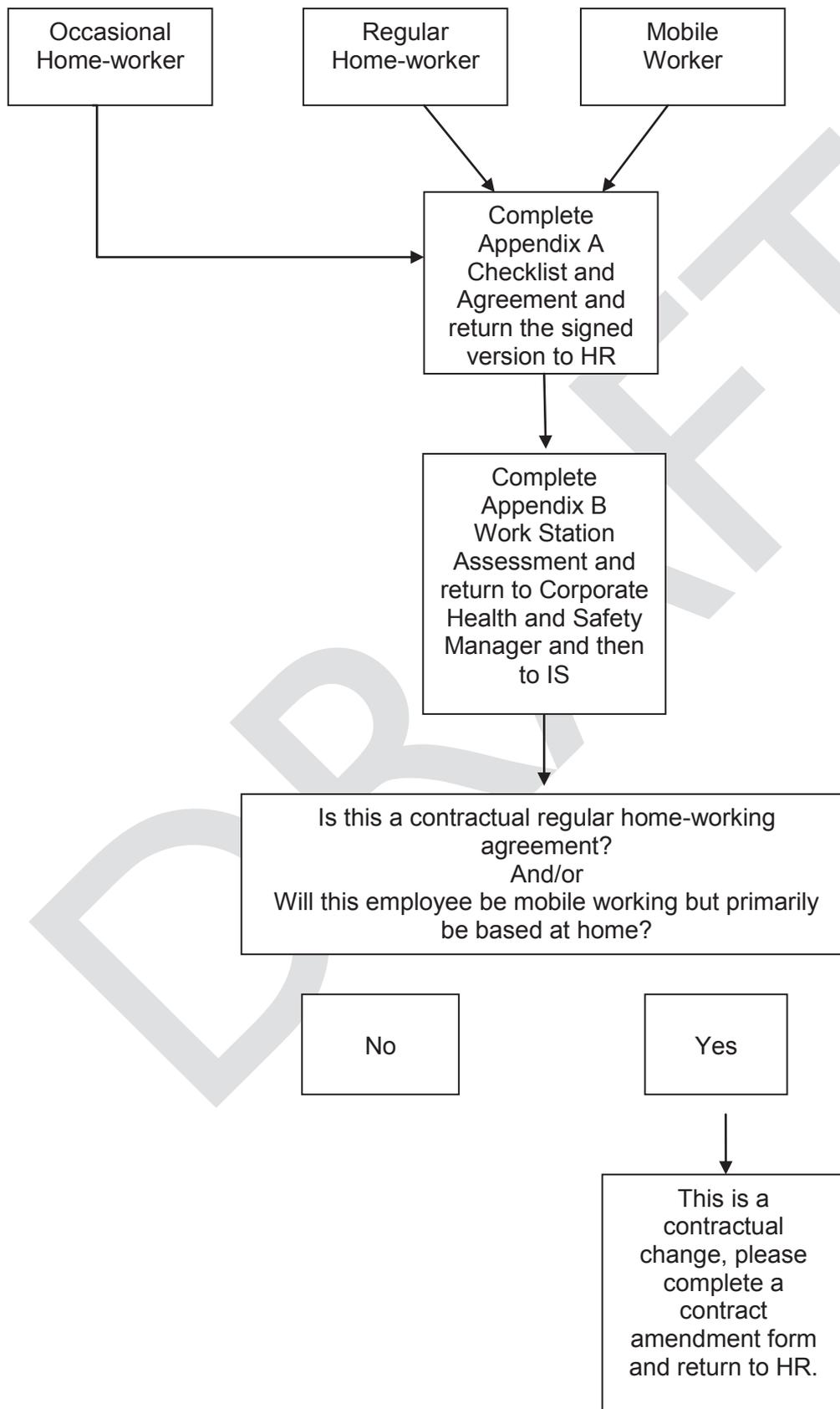
Section A

This section should be completed by the employee prior to the commencement of any working from home arrangement. If necessary a Health and Safety assessor may need to arrange to come to your home to carry out a further assessment.

The Screen	Yes	No
1. Is the screen easily readable?		
2. Is the screen image stable and without excessive flicker?		
3. Is the screen glare free?		
4. Is the screen free from reflections?		
5. Does the monitor swivel?		
6. Does the monitor tilt easily?		
7. Does the screen height allow a comfortable head position?		
8. Do you know how to adjust the screen controls?		
The Keyboard		
9. Is the keyboard tiltable?		
10. Is the keyboard separate from the screen?		
11. Is there space in front of the keyboard sufficient to provide support for your hands when not operating the keyboard?		
12. Do the keys have a matt surface to avoid reflective glare?		

13.	Are the symbols on the keys legible?		
Desk			
14.	Does the desk have a large surface to allow a flexible arrangement of screen, keyboard, documents and related equipment?		
15.	Is the height of the desk correct?		
16.	Does the height allow operation of the keyboard with the hands in a neutral position without bending the hands at the wrist?		
Document holder and foot rest			
17.	Is a document holder available if required?		
18.	Is the document holder if required, able to be adjusted and positioned to minimise the need for uncomfortable head and eye movements?		
19.	Is a foot rest available if required?		
Chair			
20.	Is the chair comfortable?		
21.	Is the seat height adjustable?		
22.	Is the seat back adjustable for height?		
23.	Is the seat back adjustable for tilt?		
Telephone			
24.	Do you have a telephone line by your workstation?		
25.	If yes, is the cabling secured and free from trip hazards?		
Environment			
26.	Is there sufficient space for the user to change position and vary movements?		
27.	Is the lighting level satisfactory		
28.	Are you distracted by noise?		
29.	Is the area you have designated your workstation free from loose cables that might cause a slip or trip?		
30.	Are there sufficient power points to operate the workstation equipment?		
31.	Are all portable electrical appliances tested and in date?		
32.	Are you able to ensure all electrical and moving machinery at your workstation is secured away from children who may endanger themselves?		
Reflections and Glare			
33.	Is the screen free from glare or reflections from windows?		

Home-working Flow Chart



PERSONNEL COMMITTEE

Employment Statistics Quarter 4 – 2012/2013

5 June 2013

Report of Head of Transformation

PURPOSE OF REPORT

The purpose of this report is to detail employment statistics, by Directorate, for information and monitoring purposes and to compare the Cherwell District Council position against the wider employment market.

This report is public

Recommendations

The Committee is recommended to:

- (1) Note the contents of this report

Executive Summary

Introduction

1.1 Labour turnover

According to the 2012 XpertHR staff turnover rates and costs survey, labour turnover rates in the public sector stood at an average of 13% of employees at each organisation, compared with 18% of workers in the private sector. Voluntary leavers accounted for 11% of all leavers in the private sector and 6.7% of all leavers in the public sector. The staff turnover rate for Cherwell District Council for year ending 31st March 2013 was 6% of workers; of this figure 4.1% were voluntary leavers.

1.2 Employment Statistics April 2011 to March 2013

Table 1 illustrates the quarterly changes that took place in respect of individual employment across the whole organisation during the period April 2011 to March 2013.

Table 1

Corporate								
	2011-2012				2012-2013			
	Q1 April to June 2011	Q2 July to Sept 2011	Q3 Oct to Dec 2011	Q4 Jan to March 2012	Q1 April to June 2012	Q2 July to Sept 2012	Q3 Oct to Dec 2012	Q4 Jan to March 2013
Permanent/Fixed Term Employees (more than 1 year FTC)								
New starters (A)	3	2	6	4	2	1	2	3
Internal transfers (B)	2	4	11	17	1	12	9	12
All leavers (C)	9	9	19	11	3	5	7	13
Voluntary leavers * (D)	4	6	8	8	2	2	5	10
Temporary Employees (less than 1 year FTC)								
Temporary starters (E)	5	5	8	3	5	2	4	8
Temporary leavers (F)	1	6	4	4	2	7	7	4
Casual Workers **								
Casual starters (G)	1	16	2	3	5	12	5	2
Casual leavers (H)	4	14	9	7	6	6	9	8
Total starters (A + E + G)	9	23	16	10	12	15	11	13
Total leavers (C + F + H)	14	29	32	22	11	18	23	25

* excludes age retirements, early retirements and redundancies, ill-health dismissals and retirements, other dismissals and TUPE transfers.

** The phrase 'casual worker' is used to describe workers who are not part of the permanent workforce, but who supply services on an irregular or flexible basis, often to meet a fluctuating demand for work.

The corporate turnover rates for permanent and fixed term staff for quarter 4 and the previous two years are illustrated in the graph at Appendix 1. The reasons for leaving are also shown on this graph. The graph in Appendix 2 shows the number of leavers broken down by Directorate. Exit interviews were completed by nine of the voluntary leavers during quarter 4. Three voluntary leavers left for career/personal development, two left for better pay, two moved abroad, one left due to lack of job satisfaction and one left due to team relationships.

The tables attached at Appendix 3 contain details of numbers of permanent and fixed term employees at Cherwell District Council as at 31st March 2013 by Directorate and Service area.

There were 18 fixed term posts on the establishment at 31st March 2013. Appendix 4 provides details of the 41 vacant posts as at 31st March 2013.

Implications

Financial:	All financial effects of changes have been contained within existing approved budgets. Comments checked by Sarah Best, Service Accountant 01295 221736
Risk Management:	There are no risks associated with the contents of this report.

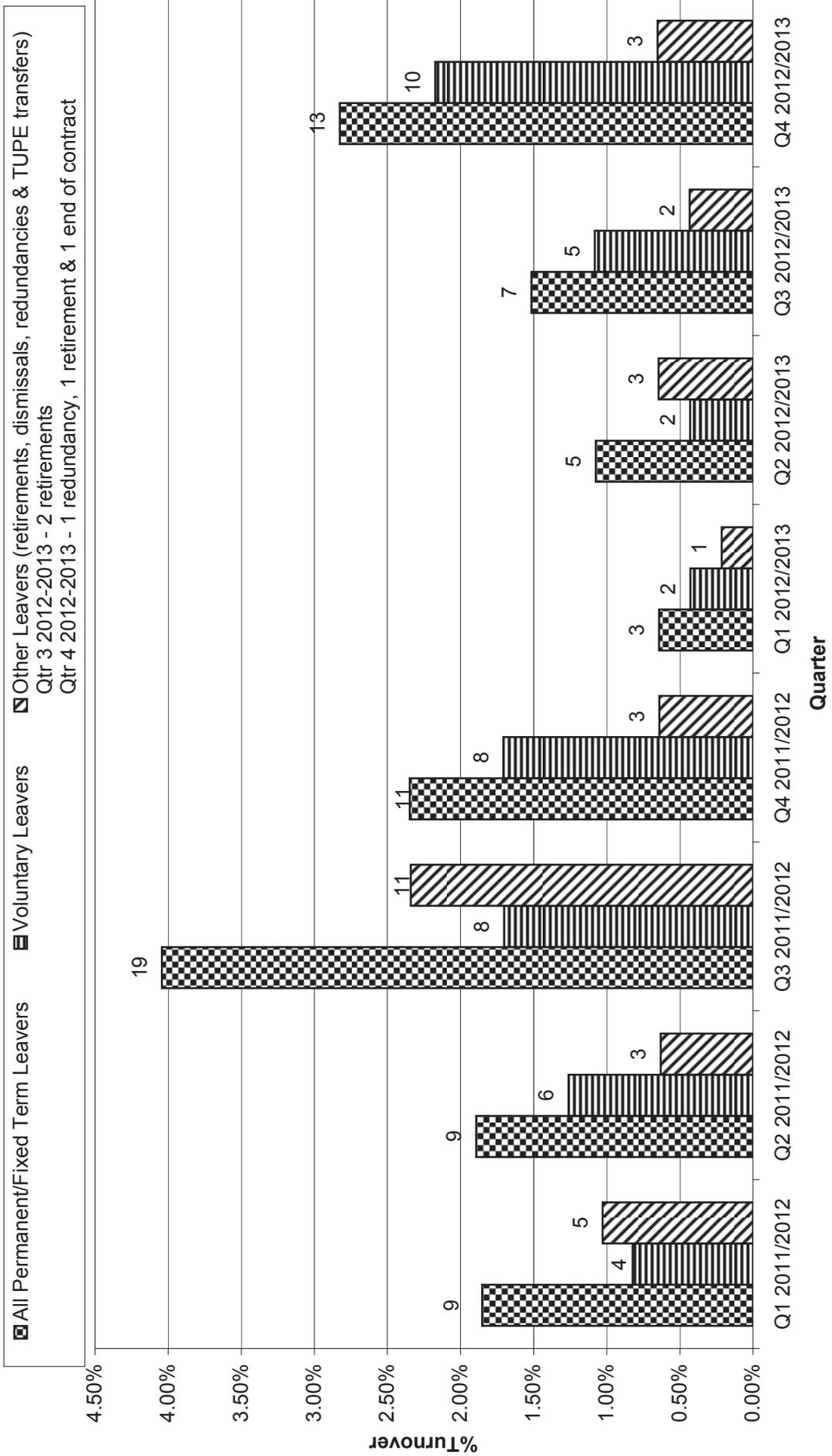
Wards Affected – not applicable

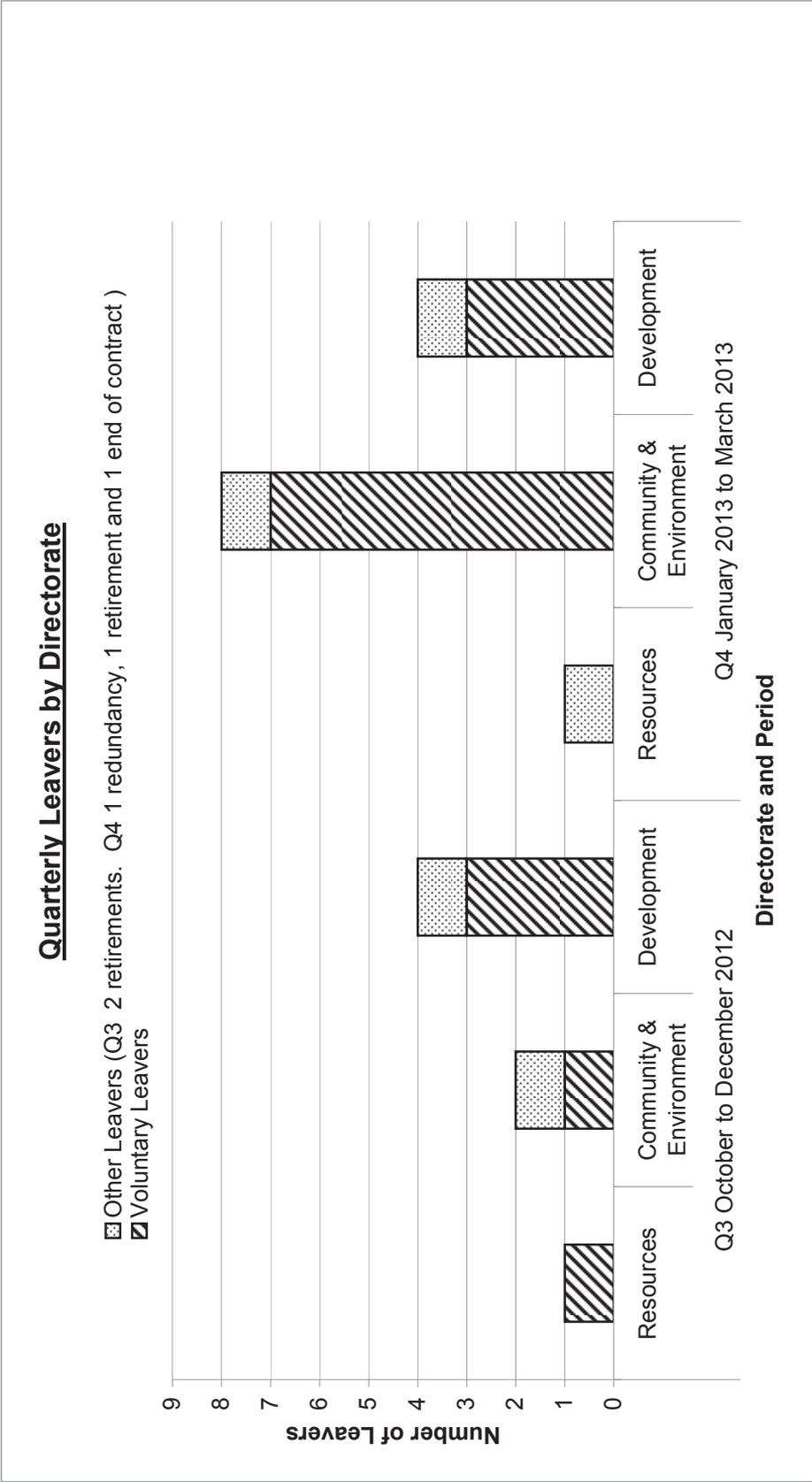
Document Information

Appendix No	Title
Appendix 1	Corporate quarterly staff turnover
Appendix 2	Quarterly leavers by Directorate
Appendix 3	Establishment at end of Quarter 4 (31/03/13)
Appendix 4	List of vacancies at 31/03/13
Background Papers	
None	
Report Author	Jo Pitman, Head of Transformation
Contact Information	0300 0030108 jo.pitman@cherwellandsouthnorthants.gov.uk

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Corporate Quarterly Staff Turnover





ESTABLISHMENT 31/03/2013										Staff in post at 31/12/2012	
Directorate	Service	Established		Headcount		Vacant Posts		Unallocated hours of filled posts*		Posts	FTE
		Posts	FTE	Posts	FTE	Posts	FTE	FTE	FTE		
Chief Executive's Office		3	2.00	3	1.90	0	0.00			3	1.90
Totals		3	2.00	3	1.90	0	0.00			3	1.90
Directorate	Service	Established		Filled		Vacant				Filled	
		Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE
Finance & Procurement		39	32.36	39	30.44	0	0.00			37	29.44
Law & Governance		22	19.55	20	17.37	2	2.00			19	16.87
Transformation		53	48.66	46	43.06	7	6.50			46	43.00
Totals		114	100.57	105	90.88	9	8.50			102	89.31
Directorate	Service	Established		Filled		Vacant				Filled	
		Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE
C&E Directorate Support Unit		12	10.40	12	9.31	0	0.00			12	9.31
Community Services		97	81.43	84	69.25	13	10.86			84	69.01
Environmental Services		125	120.36	121	118.50	4	1.86			123	119.04
Totals		234	212.19	217	197.06	17	12.72			219	197.36
Directorate	Service	Established		Filled		Vacant				Filled	
		Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE
Development Directorate Support Unit		22	20.66	21	18.80	1	1.00			22	19.47
Public Protection & Dev Management		52	50.80	50	46.38	2	2.00			49	45.07
Strategic Planning & the Economy		18	17.08	14	13.03	4	3.54			15	13.57
Regeneration & Housing		58	51.43	50	44.78	8	6.88			50	43.98
Totals		150	139.97	135	122.98	15	13.42			136	122.09
Directorate	Service	Established		Filled		Vacant				Filled	
		Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office		3	2.00	3	1.90	0	0.00			3	1.90
Resources		114	100.57	105	90.88	9	8.50			102	89.31
Community & Environment		234	212.19	217	197.06	17	12.72			219	197.36
Development		150	139.97	135	122.98	15	13.42			136	122.09
Totals		501	454.73	460	412.82	41	34.64			460	410.66
Directorate	Directorate	Established		Filled		Vacant				Filled	
		Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE	Posts	FTE
Chief Executive's Office		3	2.00	3	1.90	0	0.00			3	1.90
Resources		114	100.57	105	90.88	9	8.50			102	89.31
Community & Environment		234	212.19	217	197.06	17	12.72			219	197.36
Development		150	139.97	135	122.98	15	13.42			136	122.09
Totals		501	454.73	460	412.82	41	34.64			460	410.66

* Unallocated hours of filled posts are where established hours are greater than those worked by the employee, e.g. in the Chief Executive's Office there are no vacant posts, however, post CXPA07 has 3.7 vacant hours (0.10 FTE) (established post is 18.5 hours but employee only works 14.8 hours).

Vacancies at 31st March 2013

Established Post Details										Vacancies			Comments
Directorate	Department	Post No.	Post Title	Grade	Hours PW	FTE	Contract	Post End	FTE	Post			
Community & Environment	Community Services	C10056	Customer Service Advisor	GRD004	20.00	0.54	P		0.54	1		vacant pending review	
Community & Environment	Community Services	C10057	Customer Service Advisor	GRD004	37.00	1.00	P		1.00	1		vacant pending review	
Community & Environment	Community Services	C10067	Customer Service Advisor	GRD004	32.50	0.88	P		0.88	1		vacant pending review	
Community & Environment	Community Services	C10071	Customer Service Advisor	GRD004	27.00	0.54	P		0.54	1		new employee started 22-04-13	
Community & Environment	Community Services	C10091	Postal & Reprographics Assistant	GRD004	37.00	1.00	P		1.00	1		used to fund apprentices	
Community & Environment	Community Services	C10106	Customer Service Advisor	GRD004	22.50	0.61	P		0.61	1		new employee started 28-05-13	
Community & Environment	Community Services	C1057S	Customer Service Advisor	GRD004	37.00	1.00	F	31/03/2013	1.00	1		fixed term post ended 31-03-13	
Community & Environment	Community Services	RH0009	GO Active Co-ordinator	GRD007	37.00	1.00	P		1.00	1		vacant pending service review	
Community & Environment	Community Services	RH0042	Recreation Facilities Officer	GRD004	12.00	0.32	P		0.32	1		vacant pending service review	
Community & Environment	Community Services	RH0043	Recreation & Sport Development Officer	GRD005	36.00	0.97	P		0.97	1		vacant pending service review	
Community & Environment	Community Services	UR0030	Licensing & Vehicle Parks Manager	GRD010	37.00	1.00	P		1.00	1		vacant pending review	
Community & Environment	Community Services	UR0035	Vehicle Parks Warden	GRD005	37.00	1.00	P		1.00	1		post now deleted	
Community & Environment	Community Services	UR0068	Street Warden Supervisor	GRD007	37.00	1.00	P		1.00	1		service under review	
Community & Environment	Environmental Services	EN0009	Litter Enforcement Officer	GRD006	37.00	1.00	P		1.00	1		currently recruiting	
Community & Environment	Environmental Services	EN0027	Cleaner - TLD	GRD002	16.75	0.45	P		0.45	1		new employee started 30-04-13	
Community & Environment	Environmental Services	EN0028	Cleaner - Car Park Office	GRD001	5.00	0.14	P		0.14	1		covered by agency staff	
Community & Environment	Environmental Services	EN0029	Cleaner - TLD	GRD001	10.00	0.27	P		0.27	1		new employee started 30-04-13	
Development	Development Support Unit	SD0142	Senior Administrative Officer	GRD005	37.00	1.00	P		1.00	1		employee started 01-04-13	
Development	Public Protect & Dev Mgt	BC0006	Building Control Surveyor	GRD007	37.00	1.00	P		1.00	1		vacant pending restructure	
Development	Public Protect & Dev Mgt	UR0052	Assistant Licensing Officer	GRD003	37.00	1.00	P		1.00	1		employee on secondment - substantive post remains vacant	
Development	Regeneration and Housing	EC0010	Corporate Facilities Manager	GRD011	37.00	1.00	P		1.00	1		covered by agency staff	
Development	Regeneration and Housing	EC0017	Facilities Operative	GRD005	37.00	1.00	P		1.00	1		vacant pending restructure - covered by agency staff	
Development	Regeneration and Housing	EC0022	Stables Assistant	GRD003	20.00	0.54	P		0.54	1		vacant pending restructure - covered by staff bank/agency	
Development	Regeneration and Housing	EC0031	Cleaner - Bodicote House	GRD001	12.50	0.34	P		0.34	1		covered by existing staff working extra hours	
Development	Regeneration and Housing	HS0020	Strategic Housing Manager	GRD010	37.00	1.00	P		1.00	1		employee on secondment - substantive post remains vacant	
Development	Regeneration and Housing	HS0021	Strategic Housing Officer	GRD008	37.00	1.00	P		1.00	1		employee on secondment - substantive post remains vacant	
Development	Regeneration and Housing	HS0052	Housing Technical Officer	GRD007	37.00	1.00	P		1.00	1		vacant pending service review	
Development	Regeneration and Housing	HS0062	Development Officer - Build	GRD008	37.00	1.00	F	14/10/2015	1.00	1		currently recruiting	
Development	Strategic Planning & Economy	PA0010	Policy Team Leader	GRD010	37.00	1.00	P		1.00	1		vacant pending restructure	
Development	Strategic Planning & Economy	PA0011	Community Engagement Officer	GRD007	37.00	1.00	P		1.00	1		vacant pending restructure - covered by agency staff	
Development	Strategic Planning & Economy	PA0016	Assistant Planning Officer	GRD006	37.00	1.00	P		1.00	1		vacant pending restructure - covered by agency staff	
Development	Strategic Planning & Economy	PA0041	Business Support Officer	GRD004	20.00	0.54	P		0.54	1		vacant pending restructure	
Resources	Law & Governance	LD0111	Legal Assistant	GRD005	37.00	1.00	P		1.00	1		vacant pending restructure	
Resources	Law & Governance	LG0103	Democratic & Elections Officer	GRD006	37.00	1.00	P		1.00	1		employee started 22-04-13	
Resources	Transformation	CXPA05	PA to Head of Service	GRD005	37.00	1.00	P		1.00	1		employee on secondment - filled by fixed term contract at SNC	
Resources	Transformation	CXPA06	PA to Head of Service	GRD005	18.50	0.50	P		0.50	1		employee on secondment - filled by fixed term contract at SNC	
Resources	Transformation	HR0012	Learning & Development Manager	GRD008	37.00	1.00	P		1.00	1		vacant pending restructure	
Resources	Transformation	HR0013	Learning & Development Officer	GRD007	37.00	1.00	P		1.00	1		vacant pending restructure	
Resources	Transformation	SD0400	Business Admin Apprentice	APP001	37.00	1.00	P		1.00	1		position on hold	
Resources	Transformation	TF0246	Service Transition Analyst	GRD008	37.00	1.00	F	31/08/2013	1.00	1		covered by agency staff	
Resources	Transformation	TF0247	Service Transition Analyst	GRD008	37.00	1.00	F	31/08/2013	1.00	1		position on hold	

By virtue of paragraph(s) 1, 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Pay grades and rates from 1 April 2013

Grade	Band	Salary	Grade	Band	Salary	Grade	Band	Salary
Grade 1	a	£14,373.22	Grade 5	a	£21,377.17	Grade 9	a	£35,542.76
	b	£14,680.71		b	£21,892.28		b	£36,572.99
	c	£15,195.82		c	£22,407.39		c	£37,603.21
		d		£22,922.51	d		£38,633.44	
		e		£23,437.62	e		£39,663.66	
Grade 2	a	£15,195.82	Grade 6	a	£23,437.62	Grade 10	a	£39,663.66
	b	£15,710.93		b	£24,467.84		b	£40,693.89
	c	£16,226.04		c	£25,498.07		c	£41,724.11
	d	£16,741.16		d	£26,270.74		d	£42,754.34
	e	£17,256.27		e	£27,300.96		e	£43,784.56
Grade 3	a	£17,256.27	Grade 7	a	£27,300.96	Grade 11	a	£43,784.56
	b	£17,771.38		b	£28,331.19		b	£44,814.79
	c	£18,286.49		c	£29,361.41		c	£45,845.01
	d	£18,801.61		d	£30,391.64		d	£46,875.24
	e	£19,316.72		e	£31,421.86		e	£47,905.46
Grade 4	a	£19,316.72	Grade 8	a	£31,421.86	Apprentice		£8,293.31
	b	£19,831.83		b	£32,452.09			
	c	£20,346.94		c	£33,482.31			
	d	£20,862.06		d	£34,512.54			
	e	£21,377.17		e	£35,542.76			

Pay grades and rates from 1 April 2013

Grade Salary

Chief Executive
LS0009 £125,000

Director
DIR001 £79,000
DIR002 £81,500
DIR003 £84,000
DIR004 £86,500
DIR005 £88,000

Grade Salary

Head of Service
HS0001 £52,000
HS0002 £53,000
HS0003 £54,000
HS0004 £55,000
HS0005 £56,000
HS0006 £57,000
HS0007 £58,000
HS0008 £59,000
HS0009 £60,000
HS0010 £61,000
HS0011 £62,000
HS0012 £63,000
HS0013 £64,000
HS0014 £65,000
HS0015 £66,000
HS0016 £67,000
HS0017 £68,000
HS0018 £69,000
HS0019 £70,000
HS0020 £71,000
HS0021 £72,000
HS0022 £73,000

Grade Salary

Shared Managers
MNR001 £35,000
MNR002 £36,000
MNR003 £37,000
MNR004 £38,000
MNR005 £39,000
MNR006 £40,000
MNR007 £41,000
MNR008 £42,000
MNR009 £43,000
MNR010 £44,000
MNR011 £45,000
MNR012 £46,000
MNR013 £47,000