

Committee: Personnel Committee

Date: Wednesday 10 September 2014

Time: 7.00 pm or on the rising of the Council and Employee Joint Committee whichever is later.

Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Lynn Pratt (Chairman)	Councillor Lynda Thirzie Smart (Vice-Chairman)
Councillor Ken Atack	Councillor Norman Bolster
Councillor Ann Bonner	Councillor Mark Cherry
Councillor Surinder Dhesi	Councillor Timothy Hallchurch MBE
Councillor Simon Holland	Councillor Melanie Magee
Councillor G A Reynolds	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 - 4)

To confirm as a correct record the Minutes of the meeting of the Committee held on 2 July 2014.

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Organisational Change Policy** (Pages 5 - 46)

Report of Head of Transformation

Purpose of Report

To seek approval of proposals to implement a three way (Cherwell District Council (CDC), South Northamptonshire Council (SNC) and Stratford-on-Avon District Council (SDC)) organisational change policy and relating procedures in relation to all elements of employee change management.

Recommendations

The meeting is recommended:

- 1.1 To approve the implementation of a three way organisational change policy (Appendix 1).
- 1.2 To note that in the opinion of officers it is expedient to implement the proposed policy at Cherwell District Council and South Northamptonshire Council, even in the absence of approval from Stratford-on-Avon District Council.

8. **Employment Statistics - 1st Quarter: 1 April 2014 to 30 June 2014** (Pages 47 - 56)

Report of Head of Transformation

Purpose of report

To detail employment statistics, for information and monitoring purposes and to compare the Cherwell District Council (CDC) position against the wider employment market.

Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.

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

The following report contains 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

Members are reminded that whilst the following item has been marked as exempt, it is for the meeting to decide whether or not to consider it 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 under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

10. **Employment Statistics - 1st Quarter: 1 April 2014 to 30 June 2014 - exempt appendix** (Pages 57 - 60)

11. **Housing Restructure** (Pages 61 - 82)

Exempt Report of Head of Regeneration and Housing.

Pay Grades April 2014 - March 2015 - 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 221591 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 Lesley Farrell, Democratic and Elections
lesley.farrell@cherwellandsouthnorthants.gov.uk, 01295 221591

Sue Smith
Chief Executive

Published on Tuesday 2 September 2014

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 2 July 2014 at 6.30 pm

Present: Councillor Lynn Pratt (Chairman)

Councillor Ken Atack
Councillor Norman Bolster
Councillor Mark Cherry
Councillor Melanie Magee
Councillor G A Reynolds
Councillor Barry Wood

Apologies for absence: Councillor Ann Bonner
Councillor Surinder Dhesi
Councillor Timothy Hallchurch MBE
Councillor Simon Holland

Officers: Kevin Lane, Head of Law and Governance / Monitoring Officer
Paula Goodwin, Human Resources and Organisational Development Manager
Mandy Targett, HR Business Partner for Resources
Lesley Farrell, Assistant Democratic and Elections Officer
Natasha Clark, Team Leader, Democratic and Elections

3 **Declarations of Interest**

There were no declarations of interests.

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

There were no petitions or requests to address the meeting.

5 **Urgent Business - LGPS 2014 Discretions Policy**

The Chairman reported that she agreed to add one item of urgent business to the agenda: Local Government Pension Scheme 2014 Discretions Policy, as there was a requirement for the council to have the necessary policies in place as soon as possible after 30 June 2014.

The Shared Human Resources and Organisational Development Manager presented the report of the Head of Transformation which informed the

Committee of the changes following the implementation of the Local Government Pension Scheme (LGPS) 2014, and requested approval to the proposed additional discretions as a result of this change.

Resolved

- (1) That the discretions as detailed in the report (annex to the minutes as set out in the Minute Book) be supported and approved.

6 **Minutes**

The minutes of the meeting held on 16 April 2014 were agreed as a correct record and signed by the Chairman.

7 **Chairman's Announcements**

There were no Chairman's announcements.

8 **Employment Statistics 3rd and 4th Quarter - 1 October 2013 to 31 March 2014**

The Human Resources Business Partner for Resources presented the report of the Head of Transformation which detailed employment statistics 3rd and 4th Quarter 1 October 2013 to 31 March 2014 by Directorate, for information and monitoring purposes and compared the Cherwell District Council position against the wider employment market.

The statistics from the 3rd quarter had been included as they were not available for the meeting of the committee in January 2014.

The Human Resources Business Partner for Resources reported that South Northamptonshire Council's equivalent committee had requested data from neighbouring councils and shared services be included in the report for comparison and this data comparison would be included in future reports.

Resolved

- (1) That the contents of the report be noted.

9 **Exclusion of the Public and Press**

Resolved

That under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the ground that, if the public and press were present, it would be likely that exempt information falling under the provisions of Schedule 12A, Part 1, Paragraphs 1, 2, 3 and 4 would be disclosed to them, and that in all the

circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

10 **Employment Statistics 3rd and 4th Quarter - 1 October 2013 to 31 March 2014 - Exempt Appendix**

The Committee considered the exempt appendix to the report of the Head of Transformation which detailed employment statistics 3rd and 4th Quarter 1 October 2013 to 31 March 2014.

Resolved

- (1) That the exempt annex be noted.

11 **Proposal for a Joint Legal Service with Cherwell District Council and Stratford-On-Avon District Council**

The Head of Law and Governance submitted an exempt report which outlined the proposal for a three way Joint Legal Service between Cherwell District Council (CDC), South Northamptonshire Council (SNC) and Stratford on Avon District Council (SDC). The proposal was part of the wider transformation programme across the three Councils.

It was proposed that, if approved, the Joint Legal Service would commence on 1 October 2014. The commencement of the Joint Legal Service was highly dependant on the ICT being live and would possibly be delayed if not in place at that time.

The Head of Law and Governance informed the Committee that South Northamptonshire Council's Appointments and Personnel Committee had raised concerns that the proposed new posts would be on fixed term contracts as there may be difficulties in recruiting and had agreed that they should be permanent posts.

In considering the comments of the SNC Appointments and Personnel Committee, the Committee noted the reasoning in the business case for the posts being fixed term and agreed that recruitment should be undertaken for fixed term posts but if this proves unsuccessful, the posts should be recruited to on a permanent basis.

Resolved

- (1) That the responses to the consultation process with the affected staff and trade union representatives be noted.
- (2) That it be noted that the business case was approved by Executive on 23 June 2014.
- (3) That the staffing aspects of the business case to share a joint Legal Service between, Cherwell District Council (CDC) South Northamptonshire (SNC) Council and Stratford-On-Avon District

Council (SDC) be approved, subject to similar consideration and approval by the respective decision making bodies of SNC and SDC.

- (4) That authority be delegated to the Head of Law and Governance in consultation with the Head of Transformation to recruit to the proposed new posts on a permanent basis should recruitment on a fixed term basis prove to be unsuccessful.

12

Business Support Unit

The Head of Law and Governance presented a report of the Director of Resources which sought consideration of a proposal to create a business support unit in order to be able to maximise income streams at Cherwell District Council and South Northamptonshire Councils.

Resolved

- (1) That the creation of three new posts for a Business Support Unit, initially covering and Cherwell District Council and South Northamptonshire Council be supported.
- (2) That it be noted the new posts would be augmented by the transfer of some current staff into the unit to provide dedicated and co-ordinated resources to enable the authorities to maximise income streams but that any transfers regarding current members of staff would be subject to a separate consultation exercise.
- (3) That authority be delegated to the Director of Resources to finalise and implement all aspects of the Business Support Unit to enable it to be implemented as soon as possible.

The meeting ended at 7.30 pm

Chairman:

Date:

Cherwell District Council

Personnel Committee

10 September 2014

Organisational Change Policy

Report of Head of Transformation

This report is public

Purpose of report

To seek approval of proposals to implement a three way (Cherwell District Council (CDC), South Northamptonshire Council (SNC) and Stratford-on-Avon District Council (SDC)) organisational change policy and relating procedures in relation to all elements of employee change management.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the implementation of a three way organisational change policy (Appendix 1).
- 1.2 To note that in the opinion of officers it is expedient to implement the proposed policy at Cherwell District Council and South Northamptonshire Council, even in the absence of approval from Stratford-on-Avon District Council.

2.0 Introduction

- 2.1 The Organisational Change Policy is used to provide guidance for managers and employees on how to establish fair, robust and transparent principles and processes to follow so that the Council's interests are protected and staff are treated fairly, in relation to restructuring, redeployment, redundancy and outsourcing.

3.0 Report Details

Proposals for Change

- 3.1 The proposed policy is attached in appendix 1.

- 3.2 The original version of the Organisational Policy was approved in December 2012. However since then it has been realised that it requires amendment to reflect accurately its application to include three way shared working.
- 3.3 The proposed policy has been subject to consultation with affected staff and recognised trade unions at all Councils.
- 3.4 The policy will be adopted and used by all three Councils, to ensure when change is necessary we follow fair, robust, and transparent principles.
- 3.5 The new policy offers clarity around how to match old and new roles, and where assimilation is used we move away from a minimum of 50% to a 75% match, except where a task within the essential criteria is deemed to be mandatory from day one, and will therefore sit outside of the 75% match. (e.g. travel between sites, qualifications)

4.0 Conclusion and Reasons for Recommendations

The proposed policy meets the needs of a council engaged in shared working arrangements, ensuring we retain engaged employees with the right skills who are dedicated to the organisation.

5.0 Consultation

Sue Smith (CDC/SNC Chief Executive)	Supports the proposed recommendations
Paul Lankester (SDC Chief Executive)	Supports the proposed recommendations
SDC Union	Supports the proposed recommendations
CDC Unions	Supports the proposed recommendations
SNC Union	Supports the proposed recommendations
CDC Staff consultation group	Supports the proposed recommendations

6.0 Alternative Options and Reasons for Rejection

- 5.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Retain the current policy. This is not recommended because it reflects two way shared working and does not reflect three way shared working

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report.

Comments checked by:
Tim Madden, Head of Finance and Procurement, 0300 00030106
tim.madden@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 Law and Governance have been consulted in the drafting of the revised policy and confirm that the proposals conform with legislation and good practice.

Comments checked by:
James Doble, Democratic and Elections Manager / Deputy Monitoring Officer,
01295 221587, james.doble@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

All

Lead Councillor

N/A

Document Information

Appendix No	Title
1	Organisational Change Policy
Background Papers	
None	
Report Author	Angela Chisholm, HR Business Partner for Development
Contact Information	01295 227984 angela.chisholm@cherwellandsouthnorthants.gov.uk

This page is intentionally left blank



JOINT ORGANISATIONAL CHANGE POLICY

INTRODUCTION

The strategic vision of the Councils is to ensure on-going efficiency and value for money. The Councils need to remain flexible and responsive to changing national and local priorities and consider stakeholder needs. They must also make the most efficient use of all resources and as such it is likely that organisational change will be required. The Councils will seek to minimise the negative effects of any organisational change through the application of fair and equitable procedures that include restructuring, redeployment and redundancy.

The Councils are committed to the principle of working in partnership with employees and Trade Unions in managing organisational change and will seek to achieve changes through appropriate involvement and consultation. Any final decisions will however remain with each Council.

The Councils will ensure compliance with all related aspects of employment law and will also offer all reasonable support in circumstances such as where jobs change, through the provision of training, in redundancy situations through the provision of robust redeployment processes and active case management.

This policy applies to all employees of all Councils. It does not apply to staff retained on agency contracts or consultancy agreements. This policy will not apply to other third party or partner organisations where employees are not employed directly by the employing Council.

This policy does not form part of the contract of employment.

THE PURPOSE

The purpose of the Organisational Change policy and its related procedures (Restructuring, Redeployment, Redundancy and Outsourcing) is to establish the fair, robust, and transparent principles and processes to be followed so that the Council's interests are protected and staff are treated fairly.

GENERAL PRINCIPALS

The Organisational Change policy and its related procedures for Restructuring, Redeployment, Redundancy and Outsourcing are based upon the principles of fairness and equality and shall be applied with these in mind. All documents reflect the requirements of current employment legislation.

The Councils will consider all realistic alternatives to compulsory redundancies, and will discuss and consult upon alternatives with staff and their Trade Union representatives where appropriate. This may mean changes to final business cases following a consultation period to cover alternatives such as:

- reducing or eliminating overtime
- reducing or changing employee allowances
- ending temporary, fixed term, casual and agency contracts where this does not infringe those employees or workers rights
- seeking employee aspiration requests for early retirement, voluntary redundancy and reduction of hours
- restricting or freezing recruitment
- TUPE transfers
- reducing expenditure in other ways (or increasing income) wherever possible
- considering retraining and/or redeployment.

The appropriate lead will receive support and advice in relation to a restructuring process by Human Resources, exploring all of the available options, before any change process starts. This will provide a positive and consistent approach over all Councils.

EQUALITY OF OPPORTUNITY

The Councils are fully committed to equal opportunities in employment and oppose any form of unfair discrimination on grounds of the nine protected characteristics on the grounds upon which discrimination is unlawful, (age, disability, gender, religious belief, race and sexual orientation) and membership or non-membership of a trade union . Equality impact assessments will be carried out for all business cases.

SCOPE

This policy applies to all employees of Cherwell District, Stratford on Avon and South Northamptonshire Councils, including, in so far as any proposals for change may affect them personally, and will apply whenever organisational change is necessary.

From time to time the organisation may consider it appropriate to review to structure of the Councils(s) at the highest level, which impacts upon senior employees with different (Joint National Council) terms and conditions.

The overarching principles of this policy do not change, in that the Council(s) has a commitment to a fair and transparent process, minimising the impact on individuals where possible but also realising the needs of the Councils in being responsive to change.

There are, however, a number of procedural issues which need to be taken account when looking at employees on these terms and conditions.

Further supporting documents

	Procedures and process for relating to: - Change Management, Restructuring, Redeployment, Redundancy TUPE	Assessing equality and staff wellbeing impact during change (EIA)
Change Management	√	
Restructuring procedure, (including assimilation)	√	
Redeployment procedure	√	
Redundancy procedure	√	
Outsourcing	As per legislation.	√
Equality Impact Assessment for Change		√



South Northamptonshire Council

Cherwell | DISTRICT COUNCIL
NORTH OXFORDSHIRE

RESTRUCTURING PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Change policy and the suite of related Procedures.

The Restructuring procedure provides fair, robust and transparent processes during restructuring, whilst seeking to avoid compulsory redundancies where staffing reductions are required.

The procedure will apply primarily where the Councils identify a need to undertake a formal and strategic review to address the long-term financial, efficiency, including departmental and teams or other strategic reviews, and where the review outcomes may reduce staffing levels or create some other significant change to employment contract.

The following stages outlined below will assist in managing the organisational change process:

Stage 1 - Development of a business case to propose service or structure changes (see Appendix A) and approval by the Senior Management Team.

Stage 2 - Consultation with the affected staff and trade unions. The purpose of the consultation is to provide as early an opportunity as practical for all concerned to engage in the change and explore options.

Stage 3 - Final approval of "in principle" business case by the Senior Management team if substantial changes are proposed during the consultation period.

Stage 4 – Ensure the correct democratic process is followed.

Stage 5 - If the proposals are approved; Implementation

Stage 6 - Appeals process - (The considerations for these stages are given in the redundancy procedural guidelines. For a brief outline of the restructuring stages and timescales please refer to the organisational change flow chart (see Appendix B).

STAGE 1

DEVELOPMENT OF A BUSINESS CASE

Prior to any business case being written, the Head of Service should take advice and guidance from their HR Business Partner and discuss their proposals with either the Leaders of the Councils (or the appropriate lead member) and the relevant senior member of the management team. Proposals will then be taken to the Senior Management Team for consideration, and standard committees reporting process for the Council concerned. *(the appropriate lead member, is a member of staff, acting on behalf council to ensure change is designed and delivered in-line policy and procedure)*

The development of the business case will include the following for consideration:

- The current structure and the rationale for the proposed changes
- The proposed new structure and the proposed outcomes
- Careful identification of the posts and people in scope and impacted by the proposed change
- The merits of retaining or designing career grade posts
- A financial assessment of the potential redundancy and pension costs and any proposed financial savings
- The consultation timetable
- Job evaluation results
- The target implementation date

The business case should include a draft revised structure and costing based on provisional proposed grades.

Draft person specifications, job descriptions and (job description questionnaires when appropriate) must be prepared for each proposed new post. This will ensure that job evaluation can take place at each council before consultation can begin. Appropriate time should be set aside to allow for this to be achieved and the business case lead officer should discuss this with HR.

All proposed new posts will be subject to job evaluation.

In circumstances where the internal HR function is the subject of review the appropriate Head of Service may put in place alternative arrangements as they deem relevant to facilitate the delivery /implementation of this policy without creating a conflict of interest for the individual employees affected.

STAGE 2

COMMUNICATION AND CONSULTATION

The principles of effective consultation

The Councils place great emphasis upon the value of stable and positive industrial relations, and as such take their responsibility for ensuring an effective and meaningful period of consultation seriously.

The Councils recognise the benefits of consulting and communicating clearly and early with staff who may be affected by any proposals for change so as to minimise rumour and misunderstanding, and ultimately to help develop greater trust by involving and engaging with employees and the trade unions during the change process, and maybe wider than those directly effective.

Consequently, in circumstances where elected members are responsible for making decisions relating to organisational change, consultation with the affected staff and their trade unions will always take place prior to the formal democratic decision making process, so that elected members may have due regard to the views and representations of staff and the trade unions before making their final decisions on any such proposals.

This stage defines the responsibilities of key staff involved in the restructure for communication, and sets out communication methods, both collectively and individually.

Head of Service (or delegated other for restructure where Senior Manager or others are in scope) in conjunction with the nominated HR lead will review current roles with proposed roles. Staff affected by the restructure should be given an indication of which posts they could be ring-fenced to, as part of the restructure. *(a delegated other is a person with the ability to make decisions on behalf of and, in accordance with the constitution of the council).*

All consultation with the affected staff and trade unions will be led by the relevant Head of Service or delegated supported by a member of the HR Team and can take the form of any or all of:

- One to one consultation
- Group consultation
- Consultation with the trade union representatives
- Written consultation
- A consultation log.

The scope and method of communication will be driven by the scope and size

of the restructure. As a general rule communication should be as wide as possible, so that everyone understands what is happening and where they fit into the restructure, being mindful of those who may not be directly affected but may nevertheless be concerned if they hear of changes in an indirect way. It may be helpful to draw up a communications plan at the start of the restructure, particularly if it is particularly complex, with key milestones and action dates, and include this as part of the business case so that everyone knows in advance what to expect.

Regular communication will take place with staff during both the consultation process and throughout the democratic decision making process as this will provide staff and the trade unions with reassurance and they will feel engaged in the process.

Individual and collective consultation sessions will be arranged as well as the following communication with staff and the trade unions during consultation:

- set up specific e-mail addresses to add staff questions to the consultation log and ensure that staff are made aware of when they will receive responses
- distribution of the business case
- external support and advice given if / where appropriate (for example for Senior Management Restructuring)
- use of the consultation log
- 1-2-1 and group meetings which will be recorded on a separate confidential consultation log

Timescales should be agreed and made clear within the business case and should take into account any peak periods in terms of workloads, annual leave and school holidays.

Absent staff for whatever reason e.g due to sickness, paternity, maternity or unpaid leave will be kept informed during the consultation process by their line manager.

THE FORMAL CONSULTATION PROCESS

The Head of Service or delegated other will outline the proposed changes to all staff in scope, in person, as outlined in the business case and in doing so will inform all of the affected employees of the organisational change process so that they understand the need for the proposed changes and have a clear understanding of the process to be followed from the outset.

The length and processes involved in each stage of consultation will depend on the complexity of the proposed change and the number of staff involved, but as a general principle, a minimum period of 3 weeks (or a period of time in line with statutory requirements), and where necessary can be extended in consultation with the Trade Unions.

At the beginning of the consultation process the affected employees and the Trade Unions will be provided with the following personal information pack:

- A personal letter of consultation which will include details of which proposed new posts they are to be ring-fenced for, or whether it is proposed that they would be “assimilated” into the proposed new posts
- A copy of the draft business case, including the proposed new staffing structure
- A copy of the consultation timetable
- A copy of the democratic decision making timetable
- A copy of the organisational change policy
- The job description, and person specification for all proposed new posts
- Details of the salary grades of all proposed new posts
- An employee aspiration

This stage will be used to consider further options that may not have been considered to deliver the services.

THE CONSULTATION LOG

In order to facilitate an effective process of consultation with staff and the Trade Unions a consultation log will be maintained.

The consultation log will enable views, concerns and questions raised by affected staff and their Trade Union representatives to be answered regularly, shared openly with all of the affected staff (unless the issue relates to an individual’s specific circumstances and they wish it to be private). This helps to ensure regular communication between management and any employee(s). A dedicated member of the HR team and the lead manager of the business case will administer the log throughout the whole consultation process.

The process for operating and managing the consultation log will be communicated to staff prior to the start of the consultation process to ensure expectations are clear about when employees will receive responses to questions, issues, or concerns raised during the consultation process.

The relevant Head of Service or delegated other will ensure that they provide regular updates to staff, even if there is nothing significant to communicate so that channels of communication remain open.

The recognised Trade Unions will be invited to be involved in all stages of the formal consultation process. If, as a consequence of responses to the consultation process, the lead Head of Service or delegated other considers that it is appropriate to change the draft business case the affected staff and trade unions will be notified at the appropriate time.

Consideration will also be given to the need to extend the consultation process as a result of any such changes, and a decision will be made in consultation with the Trade Unions.

There may be occasions when it becomes necessary to extend the consultation period, or to conduct a **supplementary process of formal consultation**. This may be used where there are significant changes or outstanding issues once the initial formal consultation has been completed. Where deemed necessary, this second stage will include the same stages as above but will be based on any further changes to the business case or proposed structure arising from the first consultation. Any changes will be communicated to the relevant Trades Union representative.

The Councils will ensure they maintain the skills, knowledge and experience required for future service delivery, whilst recognising that some employees may have different personal aspirations.

The Employee Aspiration Form (see Appendix A) will be found in the personal information pack and distributed to all affected staff as part of the consultation process. Allowing time, and the opportunity to consider and discuss potential alternatives. All requests will be considered carefully on a case by case basis.

Employee aspiration applications will be considered on the grounds of:

- Whether there is suitable alternative employment
- Whether the proposal will help to avoid a compulsory redundancy
- Future skill needs of the councils
- Financial effects / impact
- Potential efficiency gains
- Extenuating personal circumstances presented by the applicant

The employee aspiration requests will not apply in cases where a temporary secondment is arranged e.g. to take account of fluctuating workloads. It will not normally be used where an employee is being considered for redeployment on health grounds (i.e. medical redeployment) or where action is being taken on the grounds of capability or in cases where the employees themselves request a transfer.

STAGE 3

CONSIDERATION OF PROPOSED BUSINESS CASE BY ELECTED MEMBERS

Following a process of consultation with the affected staff and Trade Unions the business case and associated consultation log will be presented to members of the councils for consideration as part of the standard committee reporting process.

Employees will be briefed specifically upon any changes to the final business case by the Lead Officer in advance of the report being submitted for approval by the appropriate Council committees.

Affected staff will be informed once “in principle” final agreement has been given of any changes to the final business case so the process is clear and transparent and helps maintain motivation and continued service delivery and performance levels from the service affected.

STAGE 4

IMPLEMENTATION

Once final approval of the business case has been granted by the Councils then implementation can commence. The agreed implementation plan should be used to ensure timescales and tasks are undertaken as agreed.

The following stages of the process should be considered although not all will be applicable:

‘AT RISK’ PROCESS

The Councils are committed to avoiding the risk of redundancy and will provide support and give guidance to those staff, whose position is placed “at risk”, to find alternative work.

Following approval of a business case, the affected staff will be placed formally ‘at risk’ of redundancy. The Head of Service / or appropriate lead will issue letters to staff placed ‘at risk’ informing them of their personal situation and the process that will follow.

Employees should be consulted on a one to one basis to explore their preferences and alternative options before the matching and allocation process is undertaken. This will be carried out by the relevant Manager / or appropriate lead and HR.

APPOINTMENTS TO NEW POSTS WITHIN A RESTRUCTURE

Wherever permanent employees are displaced by a restructuring process the first stage of the appointment process will generally involve an assimilation or ring-fenced recruitment exercise.

Where appropriate, the Council will retain the right to recruit externally to ensure that the best possible candidate for the post is appointed.

MATCHING (ASSIMILATION) AND RINGFENCE RECRUITMENT

Jobs in the new structure should be filled on a top down basis and lower level placements should be started once this has been achieved. This should enable any potentially displaced employees to register an interest in a lower level post, although this will not mean they have any priority over lower grade staff.

The comparison that was undertaken between the old and new roles by the Head of Service or appropriate lead in conjunction with the nominated HR lead to review current roles with proposed roles will be confirmed.

Matching criteria will be considered using any employee aspiration requests, and relevant data including current employment status, current hours of work, salary, job description and person specifications. Staff will be advised if they are a total match to the new role and can therefore be “slotted” into the new role without a further process being required.

Where there are a number of employees identified as total matches, but the new structure does not have sufficient new posts to accommodate all the matched staff, ring fenced selection process will take place to determine those staff with the best match for skills, experience and fit into the new role.

Either the Head of Service or appropriate lead will arrange, lead and conduct the matching/ assimilation review and ring fence process in conjunction with the HR lead.

For employee(s) whose role has not changed from their current role to that of the new role then a total match will take place as below:

ASSIMILATION

For an employee to qualify for assimilation and assimilate without interview there must be: -

- The same or less number of employees to match to roles
- The current job descriptions and person specification meet the required criteria of 75% match, except where a task within the essential criteria is deemed to be mandatory from day one, and will therefore sit outside of the 75% match. (e.g. travel between sites, qualifications)
- There are no other employees who have a comparable claim to the post by reason of assimilation.

Assimilation may occur where the grade differential between the old and new posts is the same grade and not more than 1 grade below.

If there are other employees with a comparable claim to the post, then a ring fence process will apply.

RING FENCED RECRUITMENT

If there are more employees in scope than potential matched roles a candidate pool will be identified and a ring fence determined as part of the consultation process. If the ring-fence remains unchanged as a result of the consultation process, and the business case is approved, interviews will be carried out for those who have been ring-fenced for the new posts.

All employees who have been ring-fenced for one or more jobs will be asked to complete an Internal Skills Audit Form (see Appendix B) and outline how their skills/competencies/experience matches the post(s) in the new structure. One application form must be completed for each post for which they have been ring-fenced.

Candidates who meet the essential person specification criteria will be interviewed by an appropriate interview panel which will include the relevant manager/officer and supported by a HR representatives.

If the new posts are not filled after ring-fence interview(s) then the recruitment will be open to employees who are “at risk” of redundancy within the Councils. If the position(s) remain unfilled then normal recruitment procedures will apply or where appropriate, the Council will retain the right to recruit externally to ensure that the best possible candidate for the post is appointed.

Shared Services Business Case

Service area and Directorate:	
Team:	
Case prepared by:	
Date:	

Business cases should be prepared in consultation with HR and Finance and submitted to the Joint Arrangements Steering Group by the Director in the first instance.



Background
This section should provide information on the service/teams and outline any issues which may affect the team in the future (including changes to funding, priorities etc.)
Proposed changes
This section should provide an overview of the changes proposed and any other options that have been considered.
Business Case
Outline here the case for making changes, including how current duties, responsibilities etc. will be covered once changes are in place, benefits, risk to service delivery and any other impact.

Changes to posts/JDs

Outline here a summary of all changes to posts/JDs include indicative structure and grades.

Financial Effects

This section should summarise the costs and savings associated with any changes, including redundancy and capital costs of pensions. Detailed figures will be provided by finance and should be appended to this business case.

Approval Process

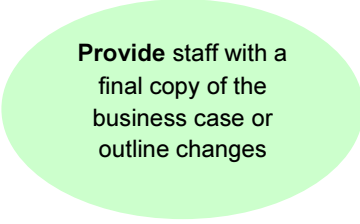
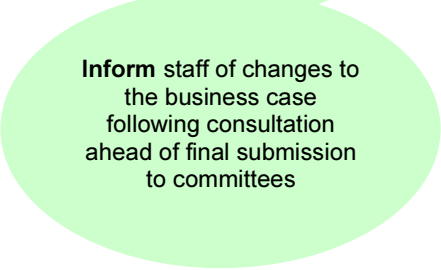
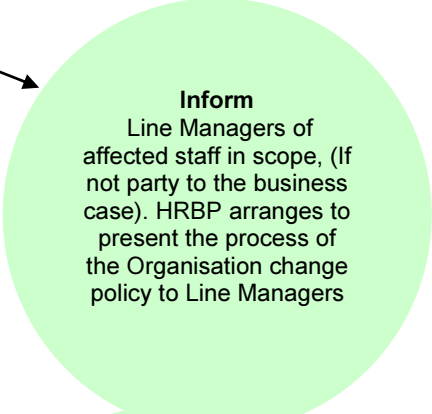
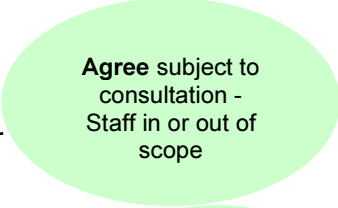
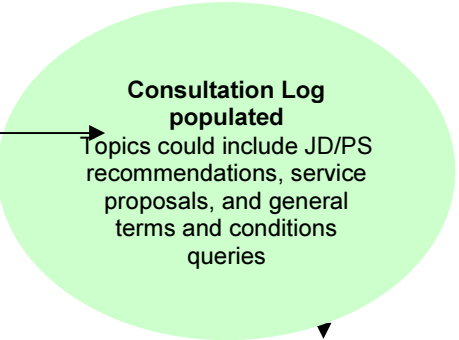
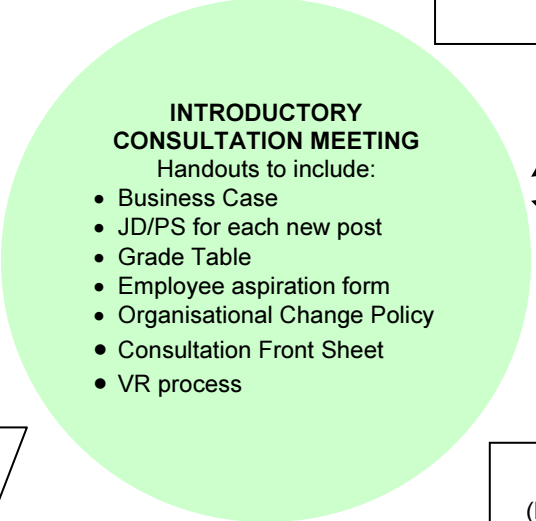
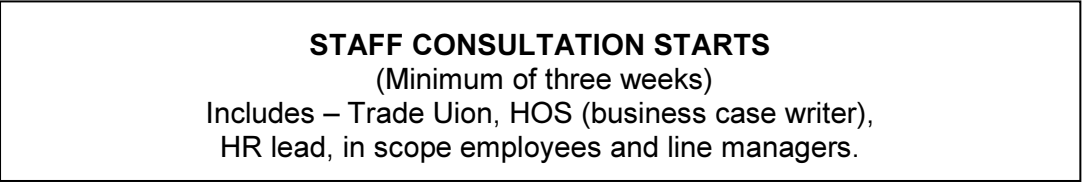
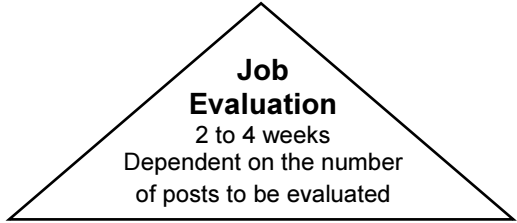
Outline the committee process for approval

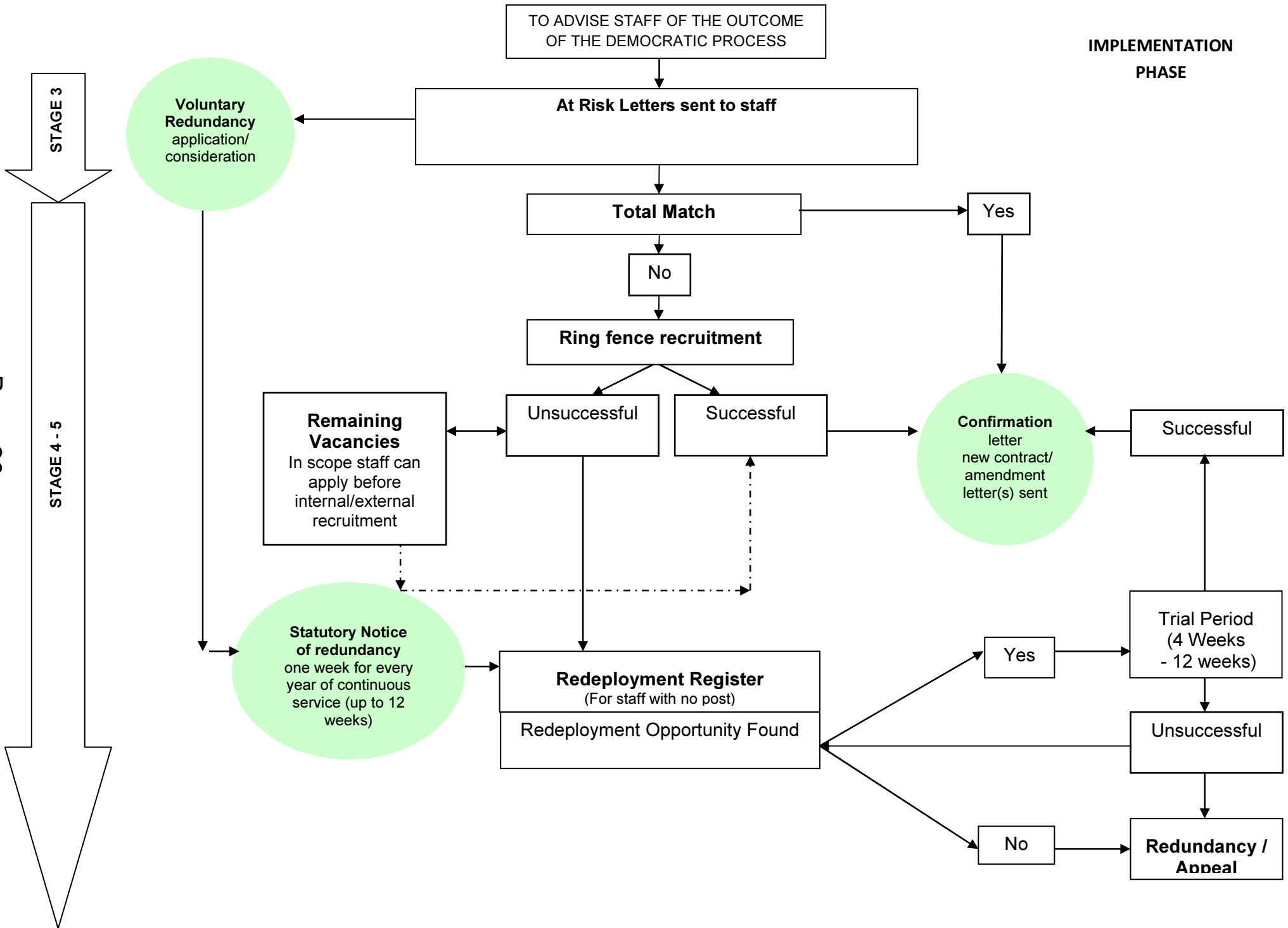
Summary and Recommendations**Finance Comments****HR Comments**

Appendix B

RESTRUCTURE PROCESS

For Senior Management Team members organisational change process please refer to the policy





Employee Aspiration Form

Due to the imminent restructure of your department/service area, consultation has now commenced and as part of this process, we are inviting you to consider your wish for the future.

If you would like to take this opportunity to request voluntary redundancy or to change your hours then please complete the following information and return your completed application to **[insert name, insert position]** by no later than **[insert date]**. You may submit your application by email to **[insert email address]**.

Name	
Job Title	
Department	
Line Manager	
Extension No.	
<p><i>I wish to be considered for the following pending the restructure</i></p> <p>Voluntary Redundancy <input type="checkbox"/></p> <p>Early Retirement <input type="checkbox"/></p> <p>Preferred change of working Hours Part Time/job share <input type="checkbox"/> Full Time <input type="checkbox"/></p> <p><i>Please provide of the posts you would like to apply for:</i></p> <p>1)</p> <p>2)</p> <p>3)</p> <p>4)</p>	

<p><i>I understand that by making this application, I am expressing my interest in being considered for voluntary redundancy and that this does not commit me to voluntary redundancy.</i></p> <p><i>I also understand that the Council is under no obligation to accept my application for voluntary redundancy and reserves the right to make any final decision on this matter.</i></p>	
Name: (please print)	
Signature:	
Date:	

Part B

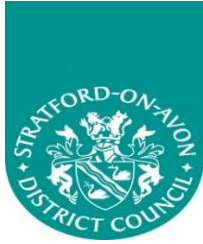
To be completed by Head of Service/Strategic Director

Request supported	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Name: (please print)		
Signature:		
Date:		
<p>FULL DETAILS including future skills needs, potential efficiency savings and any other supporting information.</p>		
<p>Financial position:</p>		

Part C

To be completed by Human Resources/Finance

Redundancy costs	
Retirement costs	
Overall financial effect (cost/efficiency)	
NAME: Please print	
SIGNATURE:	
DATE:	



South Northamptonshire Council

Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

REDEPLOYMENT PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Policy and the suite of related Procedures.

This procedure sets out the process to be followed when staffs are unable to continue in their current post for reasons of redundancy.

REDEPLOYMENT

Where employees who are “at risk” are not placed in new posts as part of a ring-fenced recruitment or assimilation process, or where their post has ceased to exist and there are no alternatives, attempts will be made to redeploy an employee to a suitable alternative post within the employing authority.

Councils are committed to:

- Salary protection for two years for the salaries of employees who are redeployed into roles where the grade for the new role is less than the redundant role.
- Providing appropriate and effective retraining for employees selected for redundancy to facilitate their redeployment, and minimise as much as possible further impact on the employee.

THE REDEPLOYMENT REGISTER

As soon as an employee is informed by HR that there are no available posts for the employee either because the post is being made redundant or the restructure has not left any suitable alternative employment, and the employee remains “at risk”, then the employee will, at this time, be served with notice of redundancy.

As part of the councils’ commitment to keeping compulsory redundancies to a minimum, the employee will at the same time be placed on the Redeployment Register for the duration of their notice period.

HR will write to the employee to notify them of the process to be followed, and arrange a meeting between themselves and the employee.

The meeting will include:

- An explanation of the procedure and each party's responsibilities.
- An explanation of what duties the employee will undertake whilst on the redeployment register. (This will usually be the employee's substantive duties),
- Completion of a skills audit
- A discussion of what the employee may regard as either "suitable or unsuitable" alternative employment
- A review of current vacancies
- A discussion around potential training or other opportunities to enhance transferable skills

SUITABLE ALTERNATIVE EMPLOYMENT

Where an employee is served with notice of redundancy, their employing authority will actively seek to identify suitable alternative employment* for the employee, and will remain committed to seeking alternative employment throughout the notice period of the employee.

The Councils welcome suggestions from employees who believe that there may be an available vacancy or opportunity within the Council that may be suitable.

Serious consideration will be given to any available roles, and any reasonable opportunities for employees to be retrained, where this may be appropriate.

*There is no statutory definition of suitable alternative employment but the following provides a useful guide:

- Whether the post represents a drop in status
- Whether the post represents a drop in salary (albeit with salary protection)
- The nature and duration of the contract potentially on offer (i.e. a fixed term contract of 1, 2 or 3 years)
- The hours of work potentially on offer (more or less than the former contract)
- The location of the job potentially on offer
- The view of the employee
- The view of the employing council

Once a potential fit is found, a meeting will be held between the employee, the recruiting Head of Service/Manager or Lead Officer and HR. The meeting will be used to determine whether a 'fit' is established and whether with training

and development the employee will be capable of fulfilling the post requirements. In some circumstances, it may be appropriate to invite the employee to attend a meeting to discuss the alternative position and answer any questions the employee may have about the role.

The employee should be provided with the job description and person specification of the role that has been identified and complete the internal Skills Audit Form (see Appendix A). The employee will need to show they have the skills and experience required to meet 75% match, except where a task within the essential criteria is deemed to be mandatory from day one, and will therefore sit outside of the 75% match. (e.g. travel between sites, qualifications).

An informal meeting will be arranged with the employee, manager, HR representative and (if applicable) Trade Union representative to discuss the proposed role and the suitability of the position from both sides.

The Councils reserve the right to make the final decision on whether or not to offer an alternative position to an employee and will take into account the current terms, employee skills, aptitude, status and experience and any other relevant factors in relation to the post being offered, such as the terms and conditions, including remuneration and location.

In the event that an employee refuses to accept an offer of suitable alternative employment either before or after the trial period, the employee will be asked to clearly explain his or her reasons in writing. This will then be considered by the Head of Service or appropriate lead and HR lead, and a decision made as to the validity of the reasons given.

Where the employee declines alternative employment which has been identified as suitable for reasons which are considered to be unreasonable, the employing Council will not make any redundancy payment to that employee.

Where an offer of suitable alternative employment is made to an employee, and this is accepted by the employee, this may be subject to a satisfactory four-week trial period. The purpose of the trial period is to allow both the employer and the employee to consider the suitability of the alternative post.

Employees who have been selected for redundancy may apply for any vacant post that is not considered a match and will, wherever appropriate, be offered an interview. It will be up to the Head of Service or appropriate lead in consultation with the relevant HR Lead to decide whether it is appropriate to offer an interview. Whilst the selection process will be competitive and there can be no guarantees of success, no external candidates will be invited to apply until those selected for redundancy have been considered.

For the redeployment of Senior Management Team, please seek advice from Democratic Services and HR.

TRIAL PERIODS

Employees being redeployed are entitled to a (minimum) 4 week trial period in an alternative post. This trial period may be extended in exceptional circumstances i.e. where additional training has been identified and this will take some time to arrange. However the trial period will not last any longer than 12 weeks. If the redeployment is deemed unsuitable by the employee or the manager they will return to the redeployment register for the remainder of their statutory notice period.

Before the start of the trial period (i.e. the date of commencement of employment in the new post), an appropriate training programme for the employee must be drawn up and agreed by both the employee and their new manager. Such a training programme could include a mix of coaching, on-the-job training and external courses or seminars as appropriate. The costs for any external training will be met from departmental budgets as part of the restructuring process.

Appropriate work objectives should be agreed between the employee and their manager.

During the trial period, the redeployed employee's manager must ensure that progress is monitored and reviewed on a regular basis. Regular meetings should take place between the line manager and employee, during which progress must be reviewed and feedback given. Notes of the individual's progress should be kept, including reference to any problems encountered and the action taken to resolve them. After each such meeting, both HR and the individual employee should be given a copy of these notes. Towards the end of the trial period the line manager should hold a final review meeting with the employee.

If the trial period has been unsatisfactory on either side a decision will be made as to whether the employee should be redeployed permanently to the post. The final decision will be made by the Head of Service or appropriate lead in conjunction with HR.

If it is decided not to continue with the trial period the employee will be placed back on the redeployment register for the remaining period of their notice period. .

The Councils will seek suitable alternative work for redundant employees up to and including the date of the employee's termination of employment. If all other options are exhausted, the employee's employment will be terminated on grounds of redundancy at the end of the notice period.

The Councils reserve the right to select the best candidate for any job where there is more than one suitable candidate and may apply appointment selection criteria.

In the event that an employee at risk of redundancy rejects an offer of what is considered to be a suitable alternative employment and the trial period has been successful, then that employee could lose their right to receive a redundancy payment.

If the proposed suitable alternative employment is agreed by both parties as being suitable, the notice of termination previously issued automatically lapses and the employment is treated as being continuous.

PAY PROTECTION

If the post into which the employee is redeployed is graded lower than that of their existing post pay protection for the appropriate council will apply. This will apply to all contractual pay including basic pay and allowances. Once pay protection applies incremental progression will not apply and pay awards will also cease.

It should be noted that the protection policy referred to above is, at all times, subject to change as a result of amendments to the appropriate legislation, or in the interpretation of existing legislation or Council policy.

If the employee has been offered an equivalent or higher graded role in the new structure but the employee has requested to be appointed to a lower level position then the employee may be moved to the lower level graded role at their request. In such circumstances protection will not apply.



South Northamptonshire Council

Appendix A - Part A

SKILLS AUDIT FORM

(once completed please return to your respective HR Business Partner)

PERSONAL DETAILS

Name

Current job title / service area

If a suitable role arises within a shared team you may be required to work at office locations for the Councils, can you think of any reason why you would be restricted from doing this?

Any there any other personal restrictions that may prevent you from working in particular service areas that we should be aware of?

EDUCATION AND TRAINING

Please indicate the highest level of qualification obtained?						
Please list any additional / professional qualifications that you have achieved.						
Please indicate your level of IT competence against each programme	None	Limited	Average	Good	Excellent	
	Outlook					
	Word					
	Excel					
	PowerPoint					
	Publisher					
	Lync					
	Adobe					

Please list any other IT programmes that you use on a regular basis to a competent level.						
What training have you attended within the last three years?						
What training and/or skills have you acquired outside of work that may be relevant to the wider organisation?						

WORK EXPERIENCE

Please list all service areas where you have worked (or gained experience) for the Councils giving an indication of the length of service.

Which service areas the Councils interest you or fit well with your current skills and experience?

Please list any other relevant organisations where you have worked or gained experience through other activities such as volunteer work.

TRANSFERRABLE SKILLS

Please detail your current skills that could be transferrable to a different role.

ADDITIONAL INFORMATION

Please add here anything else that you would like to be taken into consideration.

HUMAN RESOURCES TO COMPLETE

Originating department	
Grade	
Date of entry onto register	
Expiry date on register	



South Northamptonshire Council

Cherwell | DISTRICT COUNCIL
NORTH OXFORDSHIRE

REDUNDANCY PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Change Policy and the suite of related procedures.

Consultation will take place between the Trade Unions in accordance with existing relevant legislation. The aim of the consultation will be to avoid compulsory redundancy through meaningful consultation.

SECTION 188

Under section 188(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA), where 20 or more employees are being dismissed as redundant at one establishment in any 90 day period, the employer must consult with representatives of the employees concerned in writing.)

CONSULTATION

The right to be collectively consulted applies when an employer proposes to make 20 or more employees redundant at one establishment over a period of 90 days or less. Employers should also consult individual employees (ACAS 2014)

Consultation should begin in good time and must begin:

- at least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant at one establishment over a period of 90 days or less
- at least 45 days before the first dismissal takes effect if 100 or more employees are to be made redundant at one establishment over a period of 90 days or less.

REDUNDANCY PAYMENTS AND PENSIONS

The Councils have agreed policies in relation to severance payments to employees whose employment is ended on grounds of redundancy.

In calculating the statutory redundancy payment, the Councils will take into account all continuous service (up to a maximum of 20 years) with bodies listed in the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) – the Modification Order.

Detailed pensions estimates will be provided through each Council's HR/Payroll Team at the point an employee is at risk of redundancy.

If agreed the employee will be written to by the employing council HR team outlining what has been agreed, and provide information about notice periods, leave dates and any final pay that has been agreed.

In line with National Conditions, if a redundant employee employed by a local authority or other body covered by the Order is offered alternative employment with another authority or Modification Order body, whether in writing or not, before the date of the redundancy and the termination of his/her contract, and starts the new job within 4 weeks of the date of redundancy, no redundancy payment is due and continuity of service for statutory redundancy purposes is preserved (providing no redundancy payment was made."

AT RISK STATUS

The employee will be made aware that they are 'at risk' of redundancy, why they are at risk, and the reasons they have been selected for redundancy.

The employee will be made aware of their own personal scoring or markings in the assessment process. The Councils will not show an employee who is selected for redundancy anyone else's score but the Councils will demonstrate a fair selection process and aim to retain the skills required.

Employees selected or requesting redundancy will be invited to a meeting with an appropriate senior manager and HR to discuss the decision before formal notice of termination of employment is given.

Written notice of the redundancy and the letter will include:

- a statement that the contract is being terminated on the grounds of redundancy
- the last day of employment, having due regard to the notice entitlement stipulated in contracts of employment (this is generally one week for every year of continuous service up to a maximum of 12 weeks).
- confirmation that they will be required to work out their period of notice (unless this has been agreed otherwise by HR and the Head of Service)
- the financial payment to be made including, where appropriate, redundancy payments and/or pay in lieu of notice
- their right of appeal

- a statement that in the period leading up to the last day of employment, efforts will continue to be made to redeploy the employee (this would not apply in the event the employee volunteered for redundancy)
- a statement that the employee has the right to reasonable amounts of paid time off work to seek alternative employment
- if appropriate, details of advice and support available, e.g. coaching, career guidance, outplacement consultancy

MEETING WITH THE EMPLOYEE

A meeting will be arranged with the employee to:

- Reiterate the reasons for the redundancy
- Explain the process followed so far
- Explain why the individual has been selected and is at risk of redundancy (checking facts and assumptions made are correct and being prepared to adjust the selection scores according to representations made)
- Discuss alternative employment and whether the individual has ideas on how to avoid the redundancy
- Confirm likely timescales and whether they will be asked to work out their notice or paid in lieu of working out their notice
- Explain any financial package on offer; and
- Explain any support, such as outplacement, that is on offer.

Employees have the statutory right to be accompanied by a colleague or trade union representative at all meetings.

APPEALS PROCESS

The Councils are committed to ensuring that any selection for redundancy has been conducted fairly and reasonably.

In the event that selection for redundancy is necessary, the Councils will determine an appropriate pool of employees from which selections for redundancy may be made, and will apply objective selection criteria against which employees can be measured.

Where an employee has been notified of redundancy selection but considers that the Council has unfairly applied redundancy selection criteria, the employee has the right to appeal against his or her selection.

If an employee wishes to appeal, they should put their request in writing to explaining that they wish to appeal against redundancy selection and setting out the reasons for appeal. The appeal will then be heard by Members for the Council concerned.

Appeals should be submitted within 10 working days of receiving notice of redundancy by the Council(s).

Upon receipt of an appeal, the Head of Transformation or their delegated other will invite the employee to attend an appeal meeting to discuss the reasons for appeal. The appeal will be heard by an independent manager, Director and HR Representative.

The employee will be entitled to be accompanied at this meeting by a work colleague or a Trade Union representative.

The outcome of the appeal will be communicated in writing to the employee within 5 working days from the appeal hearing.

This page is intentionally left blank

Cherwell District Council

Personnel Committee

10 September 2014

<p style="text-align: center;">Employment Statistics 1st Quarter: 1 April 2014 to 30 June 2014</p>

Report of Head of Transformation

This report is public

Appendix 3 to this report is exempt from publication by virtue of paragraph 3 of Schedule 12A of Local Government Act 1972

Purpose of report

To detail employment statistics, for information and monitoring purposes and to compare the Cherwell District Council (CDC) position against the wider employment market.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the contents of the report.

2.0 Introduction

- 2.1 The median voluntary resignation rate in the UK was 9.9% in 2013, according to XperthHR findings. The median falls at the exact midpoint in the range of resignation rates, thereby reducing the impact of exceptionally high or low figures in the overall calculation.
- 2.2 Another way of interpreting the data is that an average of one employee in 12 (12.5%) resigned from their job in the UK during the 2013 calendar year.
- 2.3 Benchmarking indicators for labour turnover have been published, where possible, by XperthHR for 2014. Table 1 captures these with comparison against the figures for both 2012 and 2013 at a national level.

Table 1

		2012	2013	2014
All Leavers	Private	18%	19.1%	23.2%
Voluntary Leavers	Private	6.7%	12.2%	14.2%
All Leavers	Public	13%	13.9%	11.4%
Voluntary Leavers	Public	11%	8.1%	n/a*

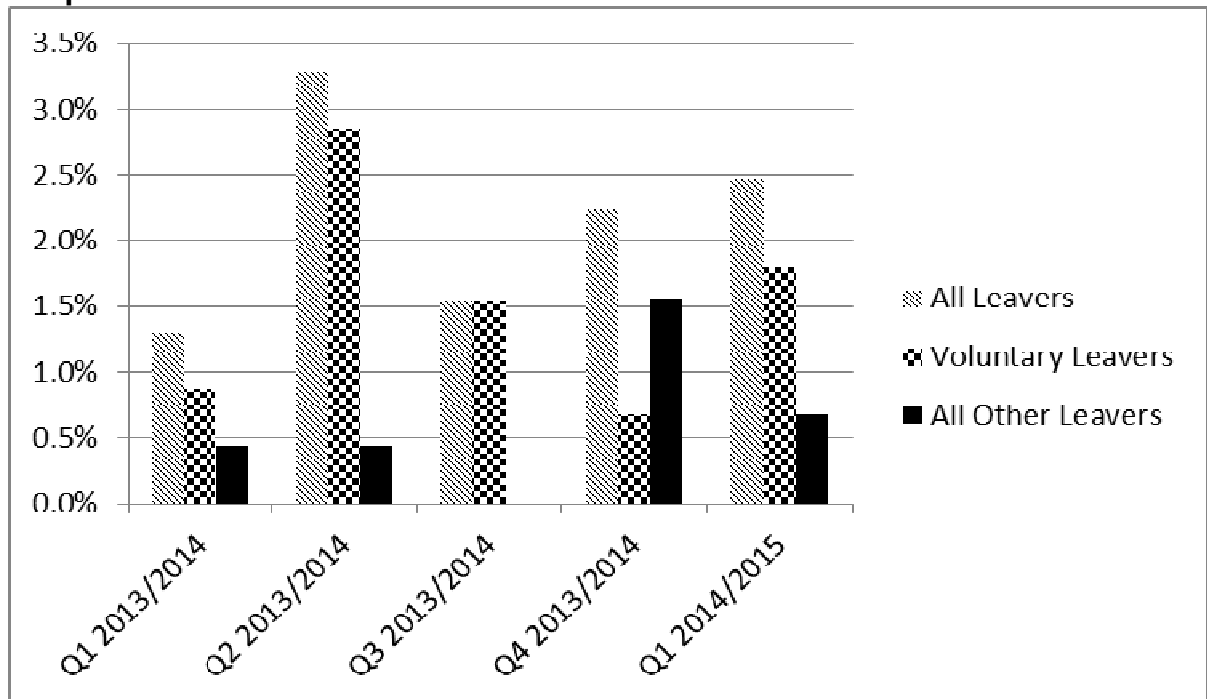
*unfortunately the survey sample size was not sufficient to accurately indicate an average percentage of voluntary leavers within the public sector.

- 2.4 Total labour turnover is a "crude wastage" rate and does not distinguish the reasons why individuals leave an organisation. It covers all types of employee departures including voluntary resignations, redundancies, dismissals and retirements. It is calculated by taking the total number of leavers in a specified period and expressing the number as a percentage of the number of people employed during that period.
- 2.5 The labour turnover has again increased within the private sector. XpertHR have indicated this could reflect the higher levels of confidence among employees in private sector organisations to seek new job opportunities. The private sector being quicker overall to recover from the difficult economic conditions following the recession that started in 2008.
- 2.6 Within the public sector employers rates have reduced with a 2.5% decrease in all leavers.
- 2.7 Staff turnover at CDC for the first quarter of the year (1 April 2014 through to 30 June 2014) for all leavers was 2.46%, whilst the voluntary leaver* rate was 1.79%. A continuation of this rate throughout the remainder of the year would result in an annual labour turnover lower than the national average.

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

- 2.8 The labour turnover rates for permanent and fixed term staff for 1 April 2014 to 30 June 2014 in comparison to 2013 / 2014 are illustrated in Graph 1.

Graph 1



3.0 Report Details

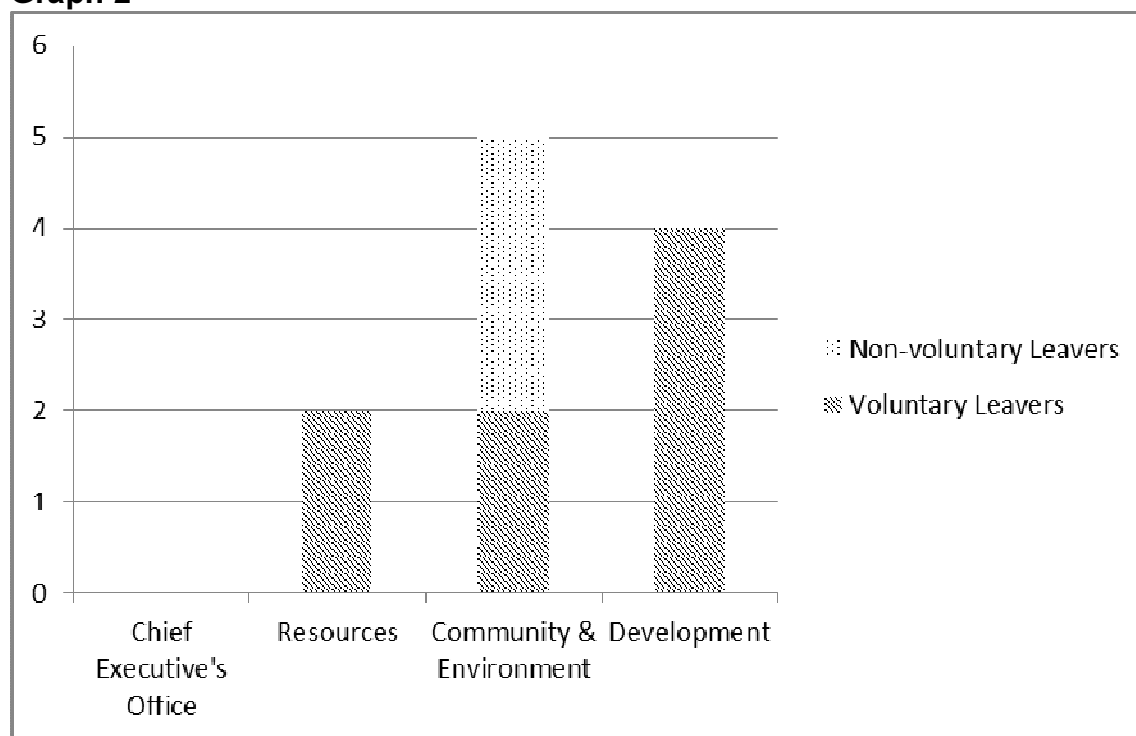
3.1 Table 2 illustrates the staffing changes for the whole organisation for the period 1 April 2014 to 30 June 2014 in comparison to the previous financial year.

Table 2

	1 April 2013 to 31 March 2014					1 April 2014 to 31 March 2015				
	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to March	Full Year Total 2013 / 2014	Q1 Apr to June	Q2 July to Sept	Q3 Oct to Dec	Q4 Jan to March	Full Year Total 2014 / 2015
Permanent / Fixed Term Employees										
New starters (A)	6	10	10	8	34	5				5
Internal transfers (B)	11	4	3	1	19	4				4
All leavers (C)	6	9	8	14	37	11				11
Voluntary leavers (D)	4	7	8	13	32	8				8
Temporary Employees (employees in a non-established post with less than a 1 year fixed term contract)										
Temporary starters (E)	0	10	4	0	14	1				1
Temporary leavers (F)	3	4	0	0	7	0				0
Total starters (A + E)	9	32	15	8	64	6				6
Total leavers (C + F)	12	18	9	15	54	11				11

3.2 The total number of permanent / fixed term leavers, by Directorate, for the period 1 April 2014 to 30 June 2014 are illustrated in Graph 2.

Graph 2



3.3 Table 3 details the total number of temporary and fixed term contracts, by Directorate and Division, currently in place at CDC. It also provides equivalent information for South Northamptonshire Council (SNC) for comparison.

Table 3

Directorate	Division	CDC	SNC
Chief Executive's Office	Chief Executive's Office	1	1
	Total	1	1
Community & Environment	Community Services	13	7
	Environmental Services	5	3
	Total	18	10
Development	Development Management	7	8
	Regeneration & Housing	8	4
	Strategic Planning & the Economy	1	3
	Total	16	15
Resources	Finance & Procurement	4	7
	Law & Governance	4	2
	Transformation	13	14
	Total	21	23
Total		56	49

- 3.4 The table at Appendix 1 contains details of the total number of permanent and fixed term employees at CDC as at 30 June 2014.
- 3.5 The table at Appendix 2 contains details of the total number of permanent and fixed term employees at SDC as at 30 June 2014 for comparison.
- 3.6 Appendix 3 (exempt from publication) provides details of the vacant posts as at mid-August 2014 with details of the status of each post where this is known.

4.0 Conclusion and Reasons for Recommendation

- 4.1 This report is submitted to the Committee for information and monitoring purposes. .

5.0 Consultation

None

6.0 Alternative Options and Reasons for Rejection

This report is submitted for monitoring and information purposes therefore there are no alternative options. The Committee can request further information.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications in this report.

Comments checked by: Tim Madden, Head of Finance and Procurement
0300 0030106 tim.madden@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications associated with the contents of this report.

Comments checked by: Kevin Lane, Head of Law and Governance
0300 0030107 kevin.lane@cherwellandsouthnorthants.gov.uk

8.0 Decision Information

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

N/A

Lead Councillor

N/A

Document Information

Appendix No	Title
Appendix 1	Total numbers of permanent and fixed term CDC employees
Appendix 2	Total numbers of permanent and fixed term SNC employees
Appendix 3	Vacant posts - EXEMPT
Background Papers	
None	
Report Author	Mandy Targett, HR Business Partner for Resources
Contact Information	01295 221520 mandy.targett@cherwellandsouthnorthants.gov.uk

ESTABLISHMENT 30/06/2014		Established		Filled		Vacant		All Including Internal Transfers				Leaving CDC		Voluntary Leavers	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Chief Executive's Office	Chief Executive's Office	4	3.50	4	3.47	0	0.03	0	0	0.00	100.00	0	0.00	0	0.00
	Totals	4	3.50	4	3.47	0	0.03	0	0	0.00	100.00	0	0.00	0	0.00
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Bicester	Director	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Bicester	0	0.00	0	0.00	0	0.00	0	0	0.00	0.00	0	0.00	0	0.00
	Totals	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Resources	Director	0	0.00	0	0.00	0	0.00	0	0	0.00	0.00	0	0.00	0	0.00
	Finance & Procurement	37	29.28	32	24.09	5	5.19	0	1	2.86	86.49	1	2.86	1	2.86
	Law & Governance	23	21.05	21	17.87	2	3.18	0	1	4.55	91.30	1	4.55	1	4.55
	Transformation	56	52.36	49	45.30	7	7.06	3	0	0.00	87.50	0	0.00	0	0.00
	Totals	116	102.69	102	87.26	14	15.43	3	2	7.40	87.93	2	7.40	2	7.40
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Community & Environment	Director	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	C&E Directorate Support Unit	12	9.81	10	7.85	2	1.96	0	0	0.00	83.33	0	0.00	0	0.00
	Community Services	99	87.95	90	77.28	9	10.67	2	1	1.10	90.91	1	1.10	1	1.10
	Environmental Services	129	125.04	120	116.22	9	8.82	0	5	4.27	93.02	4	3.42	1	0.85
	Totals	241	223.80	221	202.35	20	21.45	2	6	5.37	91.70	5	2.28	2	0.91
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Development	Director	0	0.00	0	0.00	0	0.00	0	0	0.00	0.00	0	0.00	0	0.00
	Development Management	61	58.99	54	48.77	7	10.22	4	5	9.62	88.52	2	3.85	2	3.85
	Strategic Planning & the Economy	11	10.08	8	6.75	3	3.34	0	0	0.00	72.73	0	0.00	0	0.00
	Regeneration & Housing	68	60.38	54	47.67	14	12.71	0	2	3.45	79.41	2	3.45	2	3.45
	Totals	140	129.45	116	103.19	24	26.27	4	7	13.06	240.66	4	3.36	4	7.29
TOTAL	Directorate	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	CorpCap	Leavers	Turnover	Leavers	Turnover
	Chief Executive's Office	4	3.50	4	3.47	0	0.03	0	0	0.00	100.00	0	0.00	0	0.00
	Bicester	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Resources	116	102.69	102	87.26	14	15.43	3	2	7.40	87.93	2	7.40	2	7.40
	Community & Environment	241	223.80	221	202.35	20	21.45	2	6	5.37	91.70	5	2.28	2	0.91
	Development	140	129.45	116	103.19	24	26.27	4	7	13.06	240.66	4	3.36	4	7.29
	Totals	502	460.44	444	397.27	58	63.18	9	15	3.36	88.45	11	2.46	8	1.79

Notes: ** Data shows employees employed by CDC ONLY
 ** Turnover is calculated on numbers of leavers as a percentage of staff in post as at 31/03/2014

This page is intentionally left blank

ESTABLISHMENT 30/06/2014		Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Voluntary Leavers	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Chief Executive's Office	Chief Executive's Office	6	5.50	6	5.50	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Totals	6	5.50	6	5.50	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
Directorate	Service	Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Voluntary Leavers	
		Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Resources	Director	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Finance & Procurement	51	42.58	45	37.04	6	5.54	2	0	0.00	88.24	0	0.00	0	0.00
	Law & Governance	10	8.50	8	6.50	2	2.00	0	1	12.50	80.00	1	12.50	1	12.50
	Transformation	19	18.00	14	13.18	5	4.82	0	1	6.67	73.68	1	6.67	0	0.00
	Totals	81	70.08	68	57.72	13	12.36	2	2	19.17	83.95	2	19.17	1	12.50
Directorate	Service	Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Voluntary Leavers	
		Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Community & Environment	Director	0	0.00	0	0.00	0	0.00	0	0	0.00	0.00	0	0.00	0	0.00
	C&E Directorate Support Unit	0	0.00	0	0.00	0	0.00	0	0	0.00	0.00	0	0.00	0	0.00
	Community Services	43	36.82	40	34.29	3	2.53	0	0	0.00	93.02	0	0.00	0	0.00
	Environmental Services	68	68.00	62	62.00	6	6.00	0	0	0.00	91.18	0	0.00	0	0.00
	Totals	111	104.82	102	96.29	9	8.53	0	0	0.00	91.89	0	0.00	0	0.00
Directorate	Service	Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Voluntary Leavers	
		Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover
Development	Director	1	1.00	1	1.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Development Management	54	48.95	40	35.49	14	13.46	2	2	5.71	74.07	1	2.86	1	2.86
	Strategic Planning & the Economy	11	9.81	10	8.89	1	0.92	2	0	0.00	90.91	0	0.00	0	0.00
	Regeneration & Housing	24	22.86	22	19.12	2	3.74	0	0	0.00	91.67	0	0.00	0	0.00
	Totals	90	82.62	73	64.5	17	18.12	4	2	5.71429	81.11	1	1.45	1	2.86
TOTAL	Directorate	Established		Filled		Vacant		All Including Internal Transfers				Leaving SNC		Leaving SNC Vol	
		Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	CorpCap	Leavers	Turnover	Leavers	Turnover
	Chief Executive's Office	6	5.50	6	5.50	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00
	Resources	81	70.08	68	57.72	13	12.36	2	2	19.17	83.95	2	19.17	1	12.50
	Community & Environment	111	104.82	102	96.29	9	8.53	0	0	0.00	91.89	0	0.00	0	0.00
	Development	90	82.62	73	64.50	17	18.12	4	2	5.71	81.11	1	1.45	1	2.86
Totals	288	263.02	249	224.01	39	39.01	6	4	1.66	86.46	3	1.24	2	0.83	

Notes: ** Data shows employees employed by SNC ONLY
 ** Turnover is calculated on numbers of leavers as a percentage of staff in post as at 31/03/2014

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Pay grades and rates from 1 April 2014

Grade	Band	Salary
-------	------	--------

Grade 1	a	£14,552.89
	b	£14,864.22
	c	£15,385.77

Grade 2	a	£15,385.77
	b	£15,907.32
	c	£16,428.87
	d	£16,950.42
	e	£17,471.97

Grade 3	a	£17,471.97
	b	£17,993.52
	c	£18,515.07
	d	£19,036.63
	e	£19,558.18

Grade 4	a	£19,558.18
	b	£20,079.73
	c	£20,601.28
	d	£21,122.84
	e	£21,644.38

Grade	Band	Salary
-------	------	--------

Grade 5	a	£21,644.38
	b	£22,165.93
	c	£22,687.48
	d	£23,209.04
	e	£23,730.59

Grade 6	a	£23,730.59
	b	£24,773.69
	c	£25,816.80
	d	£26,599.12
	e	£27,642.22

Grade 7	a	£27,642.22
	b	£28,685.33
	c	£29,728.43
	d	£30,771.54
	e	£31,814.63

Grade 8	a	£31,814.63
	b	£32,857.74
	c	£33,900.84
	d	£34,943.95
	e	£35,987.04

Grade	Band	Salary
-------	------	--------

Grade 9	a	£35,987.04
	b	£37,030.15
	c	£38,073.25
	d	£39,116.36
	e	£40,159.46

Grade 10	a	£40,159.46
	b	£41,202.56
	c	£42,245.66
	d	£43,288.77
	e	£44,381.87

Grade 11	a	£44,381.87
	b	£45,374.97
	c	£46,418.07
	d	£47,461.18
	e	£48,504.28

Apprentice		£8,396.98
------------	--	-----------

This page is intentionally left blank