

Committee: Personnel Committee

Date: Thursday 4 December 2014

Time: 7.15 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 10 September 2014.

6. **Chairman's Announcements**

To receive communications from the Chairman.

7. **Probation policy** (Pages 5 - 20)

Report of Head of Transformation

Purpose of Report

To seek member approval of a revised probation policy with the intention that one document can be used across the three partner Councils.

Recommendations

The meeting is recommended:

- 1.1 To approve the revised 3-way probation policy.

8. **Draft Partnership Organisational Development Strategy** (Pages 21 - 30)

Report of Head of Transformation.

Purpose of Report

To provide a summary of the work undertaken to date on the development of a potential Partnership Organisational Development Strategy to provide a framework to support the partnership work of Cherwell, South Northamptonshire and Stratford-on-Avon Councils. The Strategy will need approval from all three partner authorities in order to be adopted across the partnership.

Recommendations

The meeting is recommended to:

- 1.1 Approve the Draft Partnership Organisational Development Strategy.

9. **Employment Statistics Quarter 2: 01 July 2014 to 30 September 2014** (Pages 31 - 36)

Report of Head of Transformation.

Purpose of Report

The purpose of this report is to detail employment statistics for information and monitoring purposes.

Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report.

10. 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

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 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.”

11. Employment statistics - exempt appendices (Pages 37 - 42)

Exempt appendices of Report of Head of Transformation

12. Joint Fraud Investigation Team Business Case (Pages 43 - 74)

Exempt report of Head of Finance and Procurement.

13. Joint ICT Business Service - Staffing Structure (Pages 75 - 124)

Exempt report of Head of Joint ICT Business Services.

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 Wednesday 26 November 2014

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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 10 September 2014 at 7.00 pm

Present: 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 Melanie Magee
Councillor G A Reynolds
Councillor Barry Wood

Apologies
for
absence: Councillor Simon Holland

Officers: Jo Pitman, Head of Transformation
Paula Goodwin, Human Resources and Organisational
Development Manager
Angela Chisholm, Human Resources Business Partner -
Development and Bicester
Claire Cox, HR Business Partner for Community Services
Chris Stratford, Head of Regeneration and Housing
Natasha Clark, Team Leader, Democratic and Elections
Lesley Farrell, Assistant Democratic and Elections Officer

13 **Declarations of Interest**

There were no declarations of interests.

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

There were no petitions or requests to address the meeting.

15 **Urgent Business**

There were not items of Urgent Business.

16 **Minutes**

The minutes of the meeting held on 2 July 2014 were agreed as a correct record and signed by the Chairman.

17 **Chairman's Announcements**

There were no Chairman's announcements.

18 **Organisational Change Policy**

The Head of Transformation submitted a report which sought 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.

In introducing the report, the Human Resources and Organisational Development Manager explained that Stratford-on-Avon District Council had not agreed to the original proposal of 2 years pay protection within the drafted policy. Therefore a new proposal was put forward that meant SDC would be retaining its existing policy, as would SNC and CDC which was currently 2 years. As a result it was proposed that the policy wording should be amended to reflect this. The agreed wording being 'Salary protection, in line with the pay protection policy for the appropriate Council, will be in place for the salaries of employees who are redeployed into roles where the grade for the new role is less than the redundant role'.

The Committee was advised that the policy did cover members of the Joint Management Team. The process for redeployment and dismissals was different although was already recorded as part of the Council's Constitution. There would however be a Guidance Note produced to ensure further clarity.

Resolved

- (1) That, subject to an amendment to the pay protection section to reflect that salary protection would be in line with the existing pay protection policy for each council, the implementation of a three way Organisational Change Policy be approved.
- (2) That authority be delegated to the Head of Transformation, in consultation with the Chairman, to finalise the Organisational Change Policy prior to implementation.
- (3) That it be noted that in the opinion of officers it was 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.

19 **Employment Statistics - 1st Quarter: 1 April 2014 to 30 June 2014**

The Head of Transformation submitted a report which detailed employment statistics for the first quarter of the financial year (1 April 2014 to 30 June 2014) for information and monitoring purposes and compared the Cherwell District Council (CDC) position against the wider employment market.

The Committee commented on the high number of vacancies, especially in Development, and noted the detailed information included in the exempt appendix.

Resolved

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

20 **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 items 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 and 2 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

21 **Employment Statistics - 1st Quarter: 1 April 2014 to 30 June 2014 - exempt appendix**

The committee considered the exempt appendix to the report of the Head of Transformation which detailed employment statistics for the first quarter of the financial year (1 April 2014 to 30 June 2014).

Resolved

(1) That the exempt annex be noted.

22 **Housing Restructure**

The Head of Regeneration and Housing submitted an exempt report on the Restructure of the Regeneration and Housing Development Team (previously Delivery Team) and advised of the proposed structural changes to the Regeneration and Housing Delivery Team.

Some Executive members of the Committee raised concern that they were not aware of the report. The Head of Regeneration and Housing clarified that both the Lead Member for Housing and Lead Member for Regeneration and Estates had been fully briefed and informed throughout. It was further clarified

that the decision had not been taken to Executive as the decision, as a personnel matter, was outside their scope and remit.

Resolved

- (1) That the proposed revised structure of the team and the change to the title and description of the team now to be known as the Housing Regeneration and Development Team be noted.
- (2) That, subject to the Director of Resources, in consultation with the Lead Member for Financial Management, being satisfied that existing budgets within Regeneration and Housing had been clearly identified and were vired to address the funding shortfall highlighted in the business case, the revised structure and the proposed approach to implementing the structural amendments be approved.

(Councillor Atack requested that his abstention from the vote be recorded.
Councillor Reynolds asked that his vote against the proposal be recorded.)

The meeting ended at 8.15 pm

Chairman:

Date:

Cherwell District Council

Personnel Committee

4 December 2014

Probation Policy

Report of Head of Transformation

This report is public

Purpose of report

To seek member approval of a revised probation policy with the intention that one document can be used across the three partner Councils.

1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the revised 3-way probation policy.

2.0 Introduction

- 2.1 To ensure that all new employees are able to meet and maintain the required standards of attendance, timekeeping, conduct and performance it is essential to have a robust probation policy.
- 2.2 If a new employee is not able to achieve the required standards the Council requires a mechanism for addressing their concerns and ultimately dismissing the employee if this is deemed necessary.
- 2.3 Each of the three partner Councils currently has their own specific probation policy. With the continued increase of shared teams it is essential to have a single probation policy which is applied consistently regardless of which Council is the employer.

3.0 Report Details

- 3.1 The new policy seeks to bring together areas of good practice from all three Councils and reference has been made to all three current probation policies.
- 3.2 The revised draft policy is attached at Appendix 1. In summary this policy recommends:

- All new employees to the Councils are subject to a six month probationary period;
- Employees transferring to a new role between any of the three partner Councils who have already satisfactorily completed a probation period will not be subject to a new probation period;
- That three probation review meetings are held (after one month, three months and five months of employment) to ensure timely remedial action;
- A standard form to record the probation review meetings;
- The ability to arrange a probation review hearing where it is clear that an employee has failed to reach the required standards of performance, conduct or attendance required for their position;
- No ability to extend a probation period ensuring that any issues are dealt with in a prompt and effective manner.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Each partner Council can ensure that there is a clear, consistent and robust probation process to enable line managers to feel confident in being able to effectively praise good performance but also challenge where standards are not satisfactory. Where such a process is in place there will be less risk of potential challenge should the employee do so at any part of the process. The revised policy will improve the clarity and consistency of the process for employees to, particularly for those working within shared teams, and across partner Councils.

5.0 Consultation

CDC/SNC Joint Management Team	Support the proposals
South Northamptonshire Trade Union	Support the proposals
Cherwell District Council Trade Union	Support the proposals
Cherwell District Council Staff Consultation Group	Support the proposals

Feedback from the consultees has been taken into consideration in the draft version of the policy attached at Appendix 1.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: Retain the current individual policies of each Council, which would not provide a clear, consistent process across the three partner Councils.

7.0 Implications

Financial and Resource Implications

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

Comments checked by:

Paul Sutton, Head of Finance and Procurement

0300 0030106, paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

7.2 Rigid adherence to a six month probation period as set out in the proposed policy will mean that relevant employees will not acquire statutory rights to bring claims against the Council for unfair dismissal and therefore significantly reduce the risk of claims being brought by individuals who do not meet the necessary levels of performance in post.

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	Draft Probation Policy
Background Papers	
None	
Report Author	Mandy Targett, HR Business Partner
Contact Information	01295 221520 mandy.targett@cherwellandsouthnorthants.gov.uk

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Probation policy

Document Control

Organisation(s)	Cherwell District Council (CDC) South Northamptonshire Council (SNC) Stratford-on-Avon District Council (SDC)
Policy title	Probation policy
Owner	Human Resources
Version	3.0
Date of implementation	1 January 2015

Document Approvals

This document requires the following approvals:

Meeting	Date of approval
SDC Unison and Management Meeting	25 November 2014
SNC Council and Employee Local Joint Committee	2 December 2014
SNC Appointments and Personnel Committee	2 December 2014
CDC Council and Employee Joint Committee	4 December 2014
CDC Personnel Committee	4 December 2014

Document Distribution

This document will be distributed to all employees of Cherwell District, South Northamptonshire and Stratford-on-Avon District Councils.

Revision History

Version	Revision date	Summary of revision
1.0	October 2014	Draft document
2.0	October 2014	Feedback on draft document from HR team and Head of Transformation
3.0	November 2014	Feedback from consultation process (final document for approval)

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1. Introduction

- 1.1 To ensure that all new employees to the Councils meet and maintain the required standards of attendance, timekeeping, conduct and performance they will be subject to a standard probation period.
- 1.2 The probation period will last six months, during which the line manager is required to monitor the progress of the new employee. The new employee is responsible during this period to demonstrate their suitability for the post. If the employee is deemed unsuitable during this period then the employment contract may be terminated.
- 1.3 The Councils aim to ensure that the probation policy is undertaken and applied in a fair and consistent manner.

2. General principles

- 2.1 During the probation period a series of review meetings will ensure regular assessment of performance and two-way communication between the line manager and the employee.
- 2.2 The review meetings must take place at set intervals following the employees start date (one month, three months and five months) to allow timely remedial action including advice, instruction, training and/or guidance to be provided if required. If any issues arise during the normal course of employment however they should be dealt with immediately and not left until a formal review meeting.
- 2.3 An appropriate record of the review meetings should be kept using the Probation Report Form (Appendix A) setting out any areas where improvement is needed. A copy of this form should be given to the employee and a copy sent to Human Resources for the personal file.

- 2.4 Probation is a two way process and the new employee has a duty to ensure they raise and seek to take action to resolve issues. The new employee also has a responsibility to actively ensure review meetings are undertaken and recorded.
- 2.5 Confirmation of appointment is dependent upon the satisfactory completion of the probation period. In addition to successful probation review meetings, the probation period is only deemed to be completed once the employee has completed all relevant induction requirements (see induction policy for further information).
- 2.6 If, at any time during the probation period, the employees' conduct, performance, attendance or timekeeping is not satisfactory and it is evident that the required standard will not be reached before the end of the probation period the line manager, in consultation with Human Resources, has the ability to dismiss the employee with one week's written notice (see section 6).
- 2.7 The Councils will however not dismiss a new employee without first giving them an opportunity to improve, except in the case of gross misconduct.
- 2.8 Minor disciplinary matters will be dealt with under the probation procedure; however the Councils disciplinary procedure will be invoked in cases of alleged serious or gross misconduct.
- 2.9 If at any time during the probation period the employee has a concern about the process they can contact Human Resources or their trade union representative.
- 2.10 If at any time during the probation period the employee feels they are not suitable for the role, they must give one week's notice to terminate their employment.
- 2.11 For Chief Executive appointments (and other relevant senior officers) confirmation of employment will be reported to the relevant committees by the Leader.

3. Scope

- 3.1 All new employees to the Councils (including those joining with continuous service) are required to work a probation period of six months. Probation does not apply to casual workers or volunteers.
- 3.2 Employees transferring to a new job between any of the three partner Councils who have already satisfactorily completed a probation period will not be subject to a new probation period. They will however be formally reviewed by their line manager for the initial three months in the new post. If performance is not at a satisfactory level the capability policy will apply.

4. Purpose of probation

- 4.1 A probation period provides:
 - a) A positive way of supporting and guiding an employee through the initial months of their employment, providing a formal opportunity to give advice, guidance and support where improvements are required.

- b) Time during which an employee can demonstrate through performance, conduct, timekeeping and attendance, their suitability for the role.
- c) An opportunity to assess the employee's capability, reliability and suitability and take necessary action at the earliest opportunity if the required standards are not being achieved.
- d) An opportunity for formal performance reviews at which training needs can be identified and appropriate timely development activities arranged.

4.2 During the probation period the line manager will ensure that all employees receive the help and support they need to develop the appropriate skills, performance and attitudes to enable them to satisfactorily complete their probation period. The line manager will:

- Provide a planned induction to the authority (see induction policy for further guidance).
- Ensure that the employee fully understands the standards expected in the role.
- Provide guidance, training and encouragement to help the employee adapt to the new work environment.
- Conduct regular reviews of the employee's progress through the probation period, placing importance on effective, well planned probation review meetings.
- Issue warnings at the earliest opportunity if the necessary standards are not being met, stating clearly what improvement is necessary.
- Give the employee the opportunity to improve before deciding whether or not to confirm their appointment, except in cases of gross misconduct.

5. Probation review procedure

5.1 The probation review procedure consists of three probation review meetings:

Meeting 1	To be completed one month after commencement of employment
Meeting 2	To be completed three months after commencement of employment
Meeting 3	To be completed five months after commencement of employment

5.2 Using the job description and person specification as a guide, the line manager and employee should discuss and complete each section of the Probation Report Form allowing for feedback in each area.

5.3 The line manager must discuss the employees' performance, conduct, attendance and time keeping highlighting good performance and achievement wherever possible.

5.4 If the required standards are not being achieved in any particular area, then the employee should be deemed as "not satisfactory."

5.5 Probation period progressing satisfactorily

If the employee is deemed to be progressing satisfactorily then the line manager must ensure this is indicated on the Probation Report Form before signing, providing the employee with a copy, and submitting to Human Resources for the employees' personal file.

5.6 **Probation period progressing unsatisfactorily**

If the employee is deemed to be progressing unsatisfactorily then further action must be taken by the line manager to assist the employee in improving in the identified areas. This action should include the following:

- Setting of clear objectives to be achieved either before the next probation review meeting or sooner if necessary.
- Setting the standards of performance that are required in respect of the job duties.
- Confirming the measurements against which the employees' performance will be assessed.
- Identifying any assistance and/or training requirement.
- Agreeing a mechanism for the employee to discuss their progress.

5.7 The line manager should clearly explain the consequences of underperforming to the employee. It should be explained to the employee that a continued failure to achieve the required standards could ultimately lead to his or her employment being terminated.

5.8 The agreed objectives should be clearly and fully documented on the Probation Report Form before signing, providing the employee with a copy, and submitting to Human Resources for the employees' personal file.

6. **Probation Review Hearing**

6.1 Where it is clear that an employee has failed to reach the required standards of performance, conduct or attendance required for their position they will be required to attend a probation review hearing in order to reach a decision about their employment status.

6.2 It is not necessary to wait for the expiry of the probation period, or for the next probation review meeting, to convene a probation review hearing if the employee has been made aware of the concerns and given the opportunity to improve.

6.3 The line manager must seek agreement from the Head of Service (CDC/SNC) or Chief Executive (SDC) prior to convening a probation review hearing. In addition to this advice and guidance should be sought from Human Resources

6.4 The employee must be given at least five working days' notice of the probation review hearing.

6.5 When giving notice of the hearing, the employee must be informed in writing:

- a) That they are required to attend a hearing under the probation policy.
- b) The reason for the hearing and full details of the concerns that are being reviewed as good cause for the non-confirmation of employment.
- c) The time and place of the hearing.
- d) The right to be represented or accompanied by a trade union representative or fellow worker.

- e) That reasonable adjustment will be made to the arrangements for the hearing on request for employees with a disability or who require an interpreter.
 - f) That they will have the right to appeal any decision made at the hearing.
- 6.6 The purpose of the meeting is to enable the line manager to review the case for non-confirmation of employment and to consider any views expressed by the employee before a decision is made.
- 6.7 At the probation review hearing the line manager will be supported by a member of Human Resources. At the meeting the line manager must:
- give the reasons for considering non confirmation of post
 - discuss the evidence / provide examples of the problem
 - allow the employee and/or their representative to respond to the concerns and to ask any questions
 - ensure that due consideration has been given to issues of equality and diversity and any other issues pertinent to the individual case
- 6.8 After a brief adjournment the line manager will state the outcome of the meeting. The manager should state clearly the decision that has taken place and reasons for the decision.
- 6.9 If non confirmation of employment is considered appropriate this will be communicated in writing to the employee. The letter will contain the reasons for the non-confirmation of employment, the date employment will end and the employees right of appeal.
- 6.10 **Please note: in the event that a probation review hearing if required, this must be confirmed in writing to the employee within their original six month probation period.**

7. Appeals

- 7.1 An appeal against termination of employment should be submitted in writing to the HR Manager within five working days of receipt of the dismissal letter.
- 7.2 The appeal should include a statement as to why the employee wishes to challenge the decision made.
- 7.3 Appeal hearings will normally take place within ten working days of receipt of the employee's written notice of appeal. The hearing will chaired by an independent manager, supported by a member of Human Resources.
- 7.4 Employees should note that an appeal hearing is intended to focus on specific factors which the employee feels have been dealt with unfairly or which have received insufficient consideration.

8. Keeping records

- 8.1 It is in the interests of all parties that clear, comprehensive and accurate written notes are kept during the probation period. In the event that a new employees'

performance, conduct and / or attendance do not reach the required standard, it is essential that there is sufficient evidence to support non-confirmation of employment.

8.2 The Probation Report Form provides a guide, however additional notes or evidence may be attached if required.

8.3 Written notes should provide:

- evidence that probation review meetings have taken place
- clearly defined improvement targets and objectives
- details of any issues causing concern
- evidence of any support, guidance and training provided
- evidence that the employee has been given opportunity to improve
- the employees comments

8.4 Written notes should be a factual representation of the probation review meeting(s) and any outcomes.

8.5 A copy of the written notes should be given to the employee in addition to Human Resources for the personal file.

9. Pay awards and probation periods

9.1 Please refer to the separate pay and incremental progression policies of your employing Council.



Appendix A: PROBATION REPORT FORM

Name:		Post Title:	
Date of appointment:		Probation expiry date:	

Indicative dates for Probation Review Meetings:			√
Meeting 1	To be completed one month after commencement of employment		
Meeting 2	To be completed three months after commencement of employment		
Meeting 3	To be completed five months after commencement of employment		

1. Understanding of the job

Competency	Not satisfactory	Satisfactory	More than satisfactory
Knowledge of key tasks assessed against job description			
Achievement of agreed targets			
Training completed			

Comments / development activity:

2. Competence

Competency	Not satisfactory	Satisfactory	More than satisfactory
Standard and quality of work			
Effectiveness			

Proficiency			
Organisational skills			
Taking initiative and solving problems			
Using information and communications technology			

Comments / development activity:

3. Knowledge of office environment

Competency	Not satisfactory	Satisfactory	More than satisfactory
Awareness of office and Council procedures			
Knowledge of department			

Comments / development activity:

4. Conduct

Competency	Not satisfactory	Satisfactory	More than satisfactory
Attitude to work			
Adaptability and flexibility			
Applies Equality and Diversity			
Builds good relationships with customers and colleagues			

Comments / development activity:

5. Attendance

Competency	Not satisfactory	Satisfactory	More than satisfactory
Overall attendance			
Reliability			
Punctuality			

Comments / development activity:

ADDITIONAL COMMENTS: LINE MANAGER

ADDITIONAL COMMENTS: EMPLOYEE

--

Approval – I confirm this is a true reflection of the probation review meeting:

Employee: _____

Date: _____

Line Manager: _____

Date: _____

FINAL REPORT ONLY

Please indicate what action you wish to take:

	Confirm satisfactory completion of probation period.
	Arrange a probation review hearing to consider terminating employment.

Line Manager: _____

Date: _____

Once this form is completed Line Managers should provide the employee with a copy for their records and then submit to Human Resources in a timely manner

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Cherwell District Council

Personnel Committee

4 December 2014

Draft Partnership Organisational Development Strategy
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Report of the Head of Transformation

This report is public

Purpose of report

To provide a summary of the work undertaken to date on the development of a potential Partnership Organisational Development Strategy to provide a framework to support the partnership work of Cherwell, South Northamptonshire and Stratford-on-Avon Councils. The Strategy will need approval from all three partner authorities in order to be adopted across the partnership

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the Draft Partnership Organisational Development Strategy.

2.0 Introduction

- 2.1 The partnership between Cherwell, South Northamptonshire and Stratford-on-Avon Councils is progressing and the journey towards changing the way that services are delivered has begun. It is recognised that the changes which are being progressed and proposed are significant and, for staff and Elected Members, this will require a substantial change in the way that they work; both in respect of culture, skills and behaviours.
- 2.2 In recognition of the enormity of the change process ahead, it is essential that the Councils clearly communicate their vision, mission and values to Elected Members and staff, and also provide a clear commitment to supporting them through the change process.
- 2.3 With this in mind, a draft Partnership Organisational Development Strategy [the OD Strategy] has been developed to provide a mechanism for setting out the Councils commitment to supporting change and to identify how the support will be delivered.

3.0 Report Details

3.1 The Strategy is structured around five key elements, and applies to both Elected Members and Staff, whilst recognising that both groups have differing needs and support requirements:

- Vision, Mission & Values
- Structure and Processes
- Customers
- People (Elected Members and Staff)
- Culture.

3.2 The OD Strategy is written to support the Partnership on its change journey and to be fit for purpose whichever eventual option or range of options are chosen for the delivery of services, e.g. shared services, confederated model, ad-hoc alternative delivery vehicles etc.

3.3 The OD Strategy will be underpinned by an action plan which will be overseen by the Joint Management teams. The action plan will address key short and medium term deliverables to support the change programme. Many of the actions are targeted initially at addressing the skills, competencies and behaviours that will be required in order to deliver services differently into the future.

4.0 Conclusion and Reasons for Recommendations

4.1 The OD Strategy is a key document to support the progression and success of the partnership arrangements for the future, and will ensure that all staff and Members are working towards common aims, with common understandings.

4.2 Without this Strategy the partnership would still progress but would not do so as one, which could be detrimental to the success for the partnership as a whole.

4.3 The OD Strategy has been supported by committees at Stratford District Council and Joint Arrangements Steering group to date and feedback is now required from committees at both South Northamptonshire Council and Cherwell District Council.

5.0 Consultation

Unison – CDC
Unison – SNC
Staff Consultation Group – CDC
Joint Management Team
Managers' Forum (CDC/SNC/SDC)

Consultation comments are attached at Appendix 2 along with some potential amendments to the strategy following on from the consultation responses.

6.0 Alternative Options and Reasons for Rejection

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

Option 1: To continue with the partnership arrangements without an OD Strategy. This could present significant difficulties in respect of achieving a cohesive approach to workforce matters and could result in risk to the successful progression of the partnership.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no specific financial implications of the OD Strategy at this time. Any future workforce proposals and actions which require additional budget approval will be put forward through the appropriate channels.

Comments checked by:

Nicola Jackson, Corporate Finance Manager, 01295 221731

nicola.jackson@cherwellandsouthnorthants.gov.uk

Legal Implications

- 7.2 There are no legal implications from the implementation of the proposed OD Strategy.

Comments checked by:

Kevin Lane, Head of Law and Governance, 0300 0030107

kevin.lane@cherwellandsouthnorthants.gov.uk

Document Information

Appendix No	Title
1	Draft Partnership Organisational Development Strategy
2	Consultation Feedback
Background Papers	
None	
Report Author	Paula Goodwin – Shared HR Manager Cherwell and South Northamptonshire Councils
Contact Information	paula.goodwin@cherwellandsouthnorthants.gov.uk Tel: 01295 221735

Appendix 1

Cherwell, South Northamptonshire and Stratford-on-Avon Councils

Joint Organisational Development Strategy

Introduction and Purpose

Cherwell, South Northamptonshire and Stratford-on-Avon Councils are working together in partnership in order to respond to customers' needs, champion local communities, and provide high quality and good value services. The Organisational Development Strategy [the Strategy] sets out the guiding principles within which the partnership will make organisational decisions which support the delivery of the individual Corporate Strategies. It supports the key principle of the partnership that each Council maintains its own individual sovereignty and autonomy.

The Strategy is designed to support the partnership on its journey towards significantly changing the way it delivers services and focusses on ensuring that elected members and staff are ready for the changes ahead.

The Strategy outlines the areas of critical importance in respect of organisational design and development of the partnership. The principles will act as a framework which will not only guide decision making but will in turn embed the required cultural change within the partnership.

The Strategy is framed around the following key areas and outlines the partnerships approach in each.

- Vision, Mission and Values
- Structure and Processes
- Customers
- People
- Culture

In order to effect cultural change, the Strategy will be underpinned by an action plan which will detail the steps which will be taken to support the ambition of the Strategy. The action plan will be reviewed at least quarterly at the Transformation Joint Working Group, to reflect the evolving nature of the partnership

Organisational Development Strategy Principles

Vision, Mission and Values

The partnership has agreed the Vision, Mission and Values as follows:

Vision: To become a successful partnership of councils, applying our local knowledge and ambition to create and sustain the best conditions for businesses to grow, people to live and communities to thrive.

Mission: By working in partnership, investing in our people and responding to our customers' needs, we champion local communities and provide services which are high quality and exceptionally good value. We manage our resources wisely and make a positive impact by using an innovative approach to running our business

Values:

Communities and Customers

Through responsive community leadership and open communications, we aspire to deliver on our promises to customers and local communities.

Prosperity

Creating and sustaining prosperity matters: our services will provide excellent value for money; operating in a business like way and working to support the local economy in all that we do.

People

We recognise the important contributions of our elected members, staff and partners and support their ambitions as we invest in them to change the way we work to improve what we do.

Partnership

Stronger together, working in collaboration, sharing our skills, expertise and knowledge to seek out opportunities and deliver benefits to our communities.

Place

Our towns, villages and countryside provide great places for people to live and work, we recognise the unique character of our local areas and our work aims to sustain and enhance them.

The partnership will ensure that the Vision, Mission and Values:

- Are reflected in all decisions
- Remain fit for purpose as it evolves, being reviewed annually
- Are clearly communicated to all stakeholders
- Are brought alive by elected members and managers to ensure that they are embedded in the culture of the organisations

Structure and Processes

The current partnership is made up of three Councils, working in partnership whilst maintaining sovereignty. However, it is critical that where collaboration is progressed, that structure and processes are in place to ensure smooth transitions.

The partnership will ensure:

- Efficient, effective, agile and responsive governance arrangements.
- Robust and transparent, inclusive decision making
- Thorough options appraisals in respect of service delivery
- That it is not bound by traditional delivery methods
- A culture where innovation and entrepreneurial spirit is encouraged
- Consistent, aligned, regular communication to customers and stakeholders, both internal and external.

Customers

Our customers are at the heart of our service delivery. Working in partnership will enable the delivery of more resilient and robust services.

The partnership will ensure:

- A thorough understanding of who its customers are and how to best help them to access services effectively and efficiently
- That it listens to customers and learns from mistakes
- That it makes effective use of customer insight
- That it focuses on customer relationship management.

People

In order to be successful it is critical that elected members, managers and staff are engaged with the vision of the partnership and are working towards the delivery of this strategy.

Elected Members

The partnership will ensure:

- Strong working relationships
- A common understanding amongst all elected members of what is expected of them
- Early identification and nurturing of potential talent to ensure effective succession planning for elected members
- That elected members are supported in improving their leadership role.

Staff

The partnership will ensure:

- That there is committed leadership and that working relationships are strong
- A common understanding amongst all staff of what is expected of them
- That the effectiveness of the workforce is maximised through effective workforce planning and the use of a broad range of delivery models
- Robust and efficient mechanisms for recruitment, retention, performance management and opportunities for learning and development for staff
- A total rewards package which is optimised by providing innovative rewards, both financial and non-financial
- Business focused and enabling Human Resource policies and procedures
- Inclusive meaningful engagement and consultation with all staff, trade unions and staff consultation groups
- Early identification and nurturing of potential talent to ensure effective succession planning for elected members and staff.

Culture

The partnership recognises that rewards and recognition are key to ensuring motivation and high moral of employees which under pins the ability to deliver high quality services.

The partnership will ensure:

- A culture where high performance is common place and exceptional and innovative performance is recognised and rewarded.
- A culture which encourages assessed risks and a 'can-do' attitude.
- That staff and elected members take personal responsibility for their actions.
- That failure is used as a learning opportunity.

APPENDIX 2

Cherwell, South Northamptonshire and Stratford-on-Avon Councils Joint Organisational Development Strategy

CONSULTATION FEEDBACK

<u>Feedback Given and Relevant Section</u>		<u>Response</u>
<u>Introduction and Purpose</u>		
1.	A statement about where this strategy fits with the individual organisations business plans would be good.	The strategy should support all other Council corporate documents such as priorities and service plans, this wording can be included without specifying each Council and each individual document.
2.	Discretionary services should be highlighted – they must either contribute to economic growth or wellbeing to be part of the mix of services councils provide	This is an all inclusive document so no individual services should be highlighted.
3.	The “principals” mentioned in the first paragraph are not outlined, unless they are all 4 pages afterwards, in which case, they are not defined.	The principals mean all of those stated throughout the document, rather than individual defined but appropriate wording can be amended to reflect this.
4.	The only principal made clear, is that each council maintains its own individual sovereignty and autonomy. Which seems interesting in a joint strategy.	The principals are a theme through the document rather than being individually identified, but as above this can be stated.
5.	The strategy “outlines areas of critical importance”, again, as with the principals, these are not defined.	The whole document is there to outline critical areas of importance, but the wording can be improved to reflect this.
<u>Vision, Mission and Values</u>		
1.Partnership	Only once in the Vision, Mission and values is working in collaboration mentioned. I would assume this is key to a joint document. Even then, working in collaboration can be done without joint working, I would expect more in the way of joint working.	Working in collaboration is mentioned in the appropriate section, and is common theme through the document but does not have to be mentioned more than once.
2. Prosperity	What does the term ‘business like way’ actually mean.	The word commercial could be substituted as this is the intent of the sentence.

<u>Structure and Processes</u>		
1.	I also find it interesting that Structure and Processes is first, above both customers (I presume residents) and people (both elected members and staff). It seems the way things are done it more important that who it's done for and who does it.	The order of the content is not reflective of importance just the way the document has been written, however this is easily changed.
<u>People</u>		
1.	What is meant by 'what is expected of them'.	This could be removed as the important phrase is a 'common understanding'.
2.	Inclusive meaningful engagement and consultation with all staff, trade unions and staff consultation groups is stated but what will this mean going forward.	This document is a high level document that should link to other policies and procedures that will be supportive to the Strategy. At present arrangements for consultation are with the trade unions and staff consultation group and this
<u>Culture</u>		
1.	Can the word 'failure' be replaced with something more positive.	Instead of the word failure, the sentence could be changed to read 'Learning is embedded in every action completed'.

General Comments:

These have included the fact that the strategy does not give finer detail, which is not the aim of the document, but also that it needs a 'brand' or 'strapline' so it is easy to see what is trying to be achieved so this will need to be thought through. Other comments were around some slight amendments

Cherwell District Council

Personnel Committee

04 December 2014

Employment Statistics Quarter 2: 01 July 2014 to 30 September 2014

Report of Head of Transformation

This report is public. The Appendices are exempt from publication by virtue of paragraph 1 and 2 of Schedule 12A of Local Government Act.

Purpose of report

The purpose of this report is to detail employment statistics for information and monitoring purposes.

1.0 Recommendations

The meeting is recommended to:

- 1.1 Note the contents of the report.

2.0 Introduction

- 2.1 National benchmarking indicators for labour turnover have been published for 2014 by XpertHR. Table 1 captures these with comparison against 2012 and 2013.

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.

- 2.2 Labour turnover figures for all leavers 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. The labour turnover figures for voluntary leavers however depict employees that have chosen to leave an organisation.

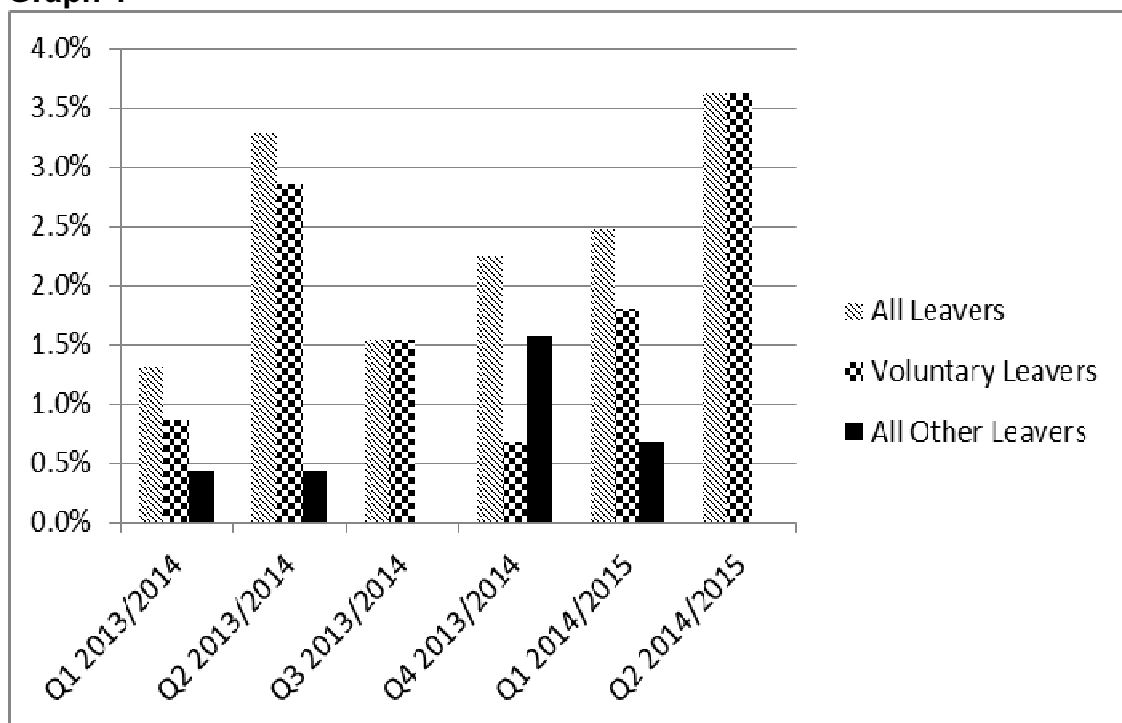
2.3 Figures are calculated by taking the total number of leavers in a specified period and expressing the number as a percentage of the number of people employed during that period.

2.4 Labour turnover at CDC for the first two quarters of the financial year (1 April 2014 through to 30 September 2014) for all leavers was 6.1%, whilst the voluntary leaver* rate was 5.4%. A continuation of this rate throughout the remainder of the year would result in an annual labour turnover rate slightly higher than the national average for the public sector.

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

2.5 The labour turnover rates for permanent and fixed term staff for quarters 1 and 2 in comparison to 2013 / 2014 are illustrated in Graph 1.

Graph 1



3.0 Report Details

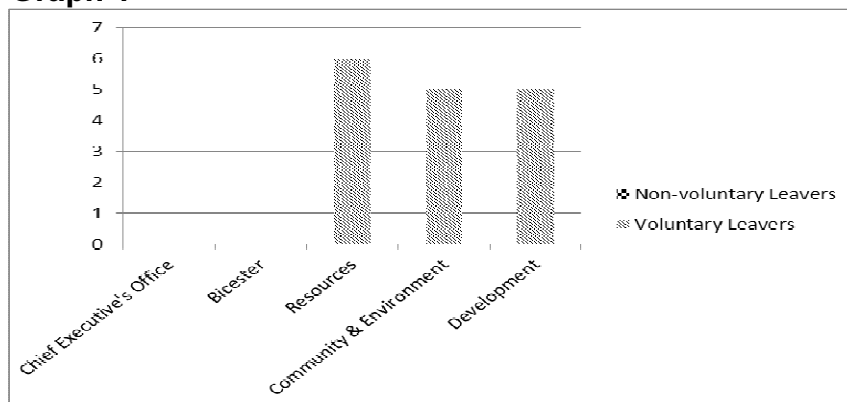
3.1 Table 2 illustrates the staffing changes for the whole organisation for quarter 2 in comparison to the previous financial year.

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	9			14
Internal transfers (B)	11	4	3	1	19	4	9			13
All leavers (C)	6	9	8	14	37	11	16			27
Voluntary leavers (D)	4	7	8	13	32	8	16			24
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	5			6
Temporary leavers (F)	3	4	0	0	7	0	2			2
Total starters (A + E)	9	32	15	8	64	6	14			20
Total leavers (C + F)	12	18	9	15	54	11	18			29

3.2 The total number of permanent / fixed term leavers, by Directorate, for quarter 2 is illustrated in Graph 1.

Graph 1



3.4 The table at Appendix 1 (exempt from publication) contains details of the total number of permanent and fixed term employees at CDC as at 30 September 2014.

3.5 The table at Appendix 2 (exempt from publication) contains details of the total number of permanent and fixed term employees at South Northamptonshire Council (SNC) as at 30 September 2014 for comparison.

3.6 **Temporary and fixed term contracts**

Table 3 details the total number of temporary and fixed term contracts (any contract that has an expiry date), by Directorate and Division, in place at the end of quarter 2. It also provides equivalent information for SNC for comparison.

Table 3

Directorate	Division	CDC	SNC
Chief Executive's Office	Chief Executive's Office	1	1
	Transformation	6	3
	Total	7	4
Community & Environment	Community Services	11	7
	Environmental Services	3	3
	Total	14	10
Development	Development Management	7	8
	Regeneration & Housing	12	2
	Strategic Planning & the Economy	1	3
	Total	20	13
Resources	Finance & Procurement	3	5
	Law & Governance	3	0
	ICT Business Service	7	1
	Total	13	6
Total		54	33

3.7 **Vacancies**

Appendix 1 confirms CDC had 74 vacancies on their establishment at the end of quarter 2. On 10 November 2014 the number of vacancies unfortunately remained the same. Table 4 details which of these were truly vacant i.e. the work was not being covered by agency, staff bank or another employee.

Table 4

Directorate	Service	Vacancies		Agency covering vacancy	Staff bank covering vacancy	Other staff covering vacancy	Truly vacant
		Posts	FTE	No. of posts	No. of posts	No. of posts	No. of posts
Chief Executive's Office	Chief Executive's Office	3	3.03	0	0	0	3
	Transformation	3	3.28	1	0	0	2
	Totals	6	6.31	1	0	0	5

Bicester	Bicester	3	1.87	1	0	1	1
	Totals	3	1.87	1	0	1	1
Resources	Finance & Procurement	7	6.25	4	0	2	1
	Law & Governance	4	4.77	0	0	1	3
	ICT Business Service	3	3.00	1	0	0	2
	Totals	14	14.02	5	0	3	6
Community & Environment	C&E Support Unit	2	1.96	0	0	2	0
	Community Services	11	11.63	0	0	5	6
	Environmental Services	9	7.82	3	0	2	4
	Totals	22	21.41	3	0	9	10
Development	Development Management	11	14.22	0	2	1	8
	Regeneration & Housing	14	13.04	0	0	4	10
	Strategic Planning & Ec.	4	4.36	0	0	1	3
	Totals	29	31.62	0	2	6	21
GRAND TOTALS		74	75.25	10	2	19	43

3.7 Appendix 3 (exempt from publication) provides further details for each of the truly vacant posts as at 10 November 2014.

4.0 Conclusion and Reasons for Recommendations

4.1 It is unfortunate to report that a continuation of the labour turnover rate for the first two quarters of the financial year would result in an annual labour turnover rate slightly higher than the national average for the public sector.

4.2 It could be argued however that some amount of natural turnover (and the majority of CDC turnover is voluntary) is necessary to prevent a lack of motivation and also to inject fresh blood and new ideas to an organisation.

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.

5.0 Implications

Financial and Resource Implications

5.1 There are no financial implications in this report.

Comments checked by:
Paul Sutton, Head of Finance and Procurement
0300 0030106
paul.sutton@cherwellandsouthnorthants.gov.uk

Legal Implications

5.2 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	Details of truly vacant posts
Background Papers	
None	
Report Author	Mandy Targett, HR Business Partner for Resources
Contact Information	01295 221520 mandy.targett@cherwellandsouthnorthants.gov.uk

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

Agenda Item 11

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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