

Committee: Personnel Committee
Date: Wednesday 10 March 2010
Time: 6.30 pm
Venue: Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Victoria Irvine (Chairman)	Councillor Rick Atkinson (Vice-Chairman)
Councillor Ken Attack	Councillor Norman Bolster
Councillor Russell Hurle	Councillor G A Reynolds
Councillor Chris Smithson	Councillor Lawrie Stratford
Councillor Rose Stratford	Councillor Lynda Thirzie Smart
Councillor Douglas Williamson	Councillor Barry Wood

Substitutes

Any member from the relevant political group except Members of the Appeals Panel.

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 16 December 2009.

6. **Employment Statistics** (Pages 5 - 10)

Report of the Head of Human Resources

Summary

This report details employment statistics, by Directorate, for information and monitoring purposes.

Recommendation

To note the contents of this report

7. **Job Evaluation and Pay Structure** (Pages 11 - 28)

Report of the Head of Human Resources

Summary

This report provides information on the final changes, the process for implementation and the role of the committee in pay and grading going forward.

Recommendation

To note the new pay and grading structure.

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwell-dc.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. The definition of personal and prejudicial interests is set out in Part 5 Section A of the constitution. The Democratic Support Officer will have a copy available for inspection at all meetings.

Personal Interest: Members must declare the interest but may stay in the room, debate and vote on the issue.

Prejudicial Interest: Member must withdraw from the meeting room and should inform the Chairman accordingly.

With the exception of the some very specific circumstances, a Member with a personal interest also has a prejudicial interest if it is one which a Member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest.

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.

Queries Regarding this Agenda

Please contact Alexa Coates, Legal and Democratic Services alexa.coates@cherwell-dc.gov.uk (01295) 221591

Mary Harpley
Chief Executive

Published on Tuesday 2 March 2010

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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 16 December 2009 at 6.30 pm

Present: Councillor Victoria Irvine (Chairman)
Councillor Rick Atkinson (Vice-Chairman)

Councillor Ken Atack
Councillor Norman Bolster
Councillor Russell Hurle
Councillor G A Reynolds
Councillor Chris Smithson
Councillor Lynda Thirzie Smart
Councillor Douglas Williamson
Councillor Barry Wood

Apologies for absence: Councillor Lawrie Stratford □ Councillor Rose Stratford

Officers: Mary Harpley, Chief Executive and Head of Paid Service
AnneMarie Scott, Head of Human Resources
Stephanie Rew, HR Manager
Alexa Coates, Senior Democratic and Scrutiny Officer

34 **Declarations of Interest**

There were no declarations of interest.

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

There were no petitions or requests to address the meeting.

36 **Urgent Business**

There was no urgent business.

37 **Minutes**

The minutes of the meeting held on 18 November 2009 were agreed as a correct record and signed by the Chairman.

38 **Staff Satisfaction Survey**

The Head of Human Resources submitted a report which sought the committee's comments on the proposed timing and structure of the staff satisfaction survey. The Committee were advised that the survey would be undertaken in March/April following the completion of job evaluation.

The Committee discussed the contents of the survey and the need for equal opportunities monitoring.

Resolved

That the proposed timing and structure of the staff satisfaction survey is agreed.

39 **Employment Statistics Quarter 2 - 2009/2010**

The Head of Human Resources submitted a report which detailed employment statistics for July to September 2009, by Directorate, for information and monitoring purposes. The committee were advised that staff turnover was low and that there was still a freeze on external recruitment.

Resolved

That the contents of the report is noted.

40 **Apprenticeship Scheme**

The Head of Human Resources submitted a report which proposed an apprenticeship scheme for the Council. The committee were advised that a robust process would be implemented to ensure that staff were prepared and equipped to successfully mentor participants in the scheme.

The committee discussed the qualifications attached to the scheme and the recruitment of participants from areas of deprivation.

Resolved

- 1) That a new position in the Council's pay and grading structure for apprentices is created.
- 2) That recruitment into Business Administration Apprentice scheme during 2010, focusing on recruitment within the Banbury Deprivation area, is approved subject to funding and suitably supported and resourced positions being identified across the Council.

41 **Exclusion of the Public and Press**

Resolved

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

42 **Extend Management Team Review**

The Chief Executive submitted a report which sought approval for the proposed changes to the Extended Management Team.

The committee discussed specifics of the changes including the plans for enforcement and whether the prospect of an enforcement team which dealt with all aspects of enforcement had been considered. The committee were advised that there was no formal plan in place but that that this would be considered in more detail in the future.

The committee also questioned how job evaluation would impact on the proposals and were advised that a small number of jobs had changed responsibilities and that the job evaluation team would consider each of these roles.

The committee requested that Officers circulate a structure chart to the committee which detailed further how the reporting structure of the Extended Management Team would change.

Resolved

- 1) That the changes to the structure of Extended Management Team for implementation between December 2009 and March 2010 is agreed.
- 2) That Head of Safer Communities and Community Development's request to take voluntary redundancy on 31 March 2010 is agreed.

The meeting ended at 7.25 pm

Chairman:

Date:

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PERSONNEL COMMITTEE

Employment Statistics Qtr 3 – 2009/2010

10 MARCH 2010

Report of Head of Human Resources

PURPOSE OF REPORT

This report details employment statistics, by Directorate, for information and monitoring purposes.

This report is public

Recommendations

The meeting is recommended:

- (1) To note the contents of this report

Executive Summary

Introduction

- 1.1 Employment Statistics October to December 2009.

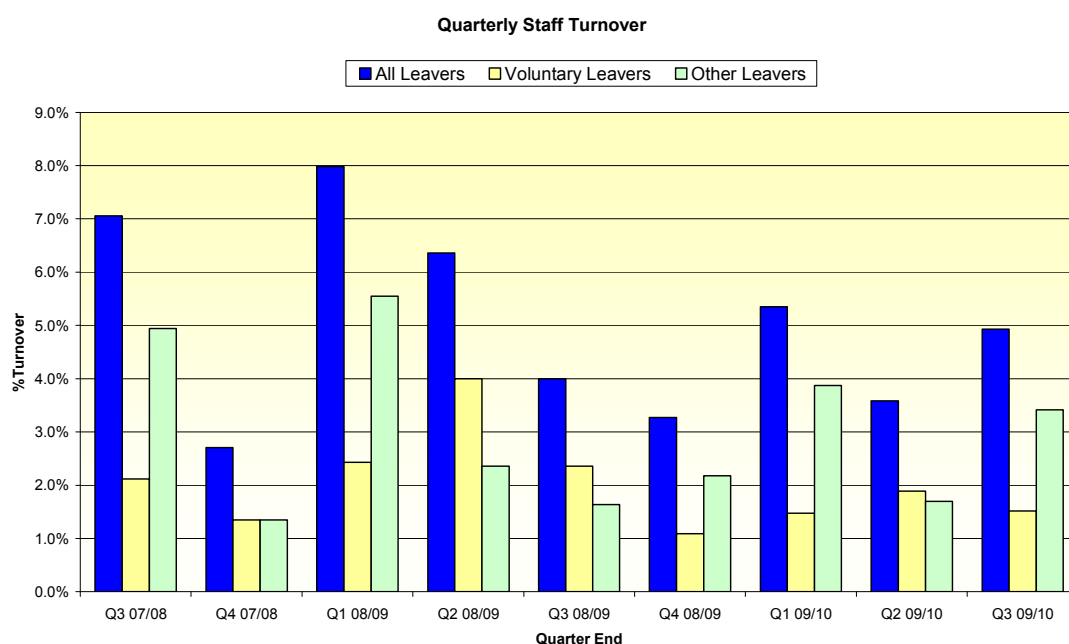
During the above period, the following quarterly changes took place in respect of individual employments.

Staff transferred to other employers under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) are excluded from the statistics shown in this report.

	October to December
Permanent – Starters (incl. Internal Transfers)	11
Permanent – All Leavers	26
Permanent – Voluntary Leavers (Leaving CDC) *	8
Temporary and Casual – Starters	8
Temporary and Casual – Leavers	6

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

The turnover rates for permanent and fixed term staff for this quarter and the previous 2 years, are illustrated below.



1.2 The table attached at Annex 1 contain details of numbers of permanent and fixed term employees at Cherwell District Council as at 31 December 2009 by Directorate and Service area, and detail staff movement and corporate capacity for the quarter.

Implications

Financial:

All financial effects of changes can be contained within existing approved budgets.

Comments checked by Denise Westlake, Service

Accountant 01295 221982

Risk Management: There are no risks associated with the contents of this report.

Wards Affected

Not applicable

Document Information

Appendix No	Title
Appendix 1	Quarterly Staff Turnover
Background Papers	
None	
Report Author	Anne-Marie Scott, Head of Human Resources
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ESTABLISHMENT END Q3 31/12/09		Established		Filled		Vacant		All Including Internal Transfers				Leaving CDC		Voluntary Leavers		Staff in post at end Q2 : 30/09/09	
Directorate	Service	Posts	FTE	Posts	FTE	Posts	FTE	Starters	Leavers	Turnover	Corp Cap	Leavers	Turnover	Leavers	Turnover	Posts	FTE
Chief Executives	Chief Executive's Office	4	4.00	4	4.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	4	4.00
	Communications	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	5	5.00
	Community Planning	4	3.50	4	3.72	0	-0.22	0	0	0.00	100.00	0	0.00	0	0.00	4	3.72
	Corporate Property Management	10	10.00	9	9.00	1	1.00	0	0	0.00	90.00	0	0.00	0	0.00	9	9.00
	CSR Admin	10	9.07	9	8.22	1	0.85	0	1	11.11	90.00	1	11.11	1	11.11	9	8.47
	Exchequer Services	48	39.78	24	19.23	24	20.55	0	6	18.75	50.00	4	12.50	0	0.00	32	25.50
	Finance	33	32.35	26	23.89	7	8.46	1	1	4.55	78.79	0	0.00	0	0.00	22	20.35
	Human Resources	40	24.32	30	19.63	10	4.69	0	2	6.25	75.00	2	6.25	2	6.25	32	20.67
	Legal & Democratic	27	24.63	25	23.14	2	1.49	1	0	0.00	92.59	0	0.00	0	0.00	21	19.33
Totals		181	152.65	136	115.83	45	36.82	2	10	7.25	75.14	7	5.07	3	2.17	138	116.04
Improvement	Improvement	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	5	5.00
	Totals	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	5	5.00
Planning, Housing and Economy	Building Control & Tech Svs	13	13.00	11	11.00	2	2.00	0	0	0.00	84.62	0	0.00	0	0.00	11	11.00
	Development Control & MD	25	25.00	22	19.94	3	5.06	0	0	0.00	88.00	0	0.00	0	0.00	21	19.17
	Economic Development	9	8.08	9	8.08	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	9	8.08
	Planning & Affordable Housing	14	14.00	12	11.34	2	2.66	0	2	15.38	85.71	1	7.69	1	7.69	13	12.34
	Housing Services	37	36.18	35	33.86	2	2.32	1	1	3.03	94.59	1	3.03	1	3.03	33	31.67
	PHE Admin Inc Mgmt	26	23.47	25	22.12	1	1.35	0	0	0.00	96.15	0	0.00	0	0.00	26	23.12
	Totals		124	119.73	114	106.34	10	13.39	1	3	2.65	91.94	2	1.77	2	1.77	113
Environment & Community	Customer Services & Info Sys	74	67.54	65	56.99	9	10.54	0	1	1.64	93.55	1	1.64	0	0.00	61	53.81
	ENC Admin Inc Mgmt	12	10.00	11	9.49	1	0.51	0	0	0.00	96.67	0	0.00	0	0.00	11	9.49
	Environmental Services	118	116.05	111	110.39	7	5.66	4	5	4.50	91.67	3	2.70	1	0.90	111	110.19
	Recreation & Health	35	25.13	28	20.15	7	4.99	1	3	10.34	94.07	2	6.90	0	0.00	29	21.33
	Urban and Rural	31	28.00	29	26.65	2	1.35	2	3	10.00	80.00	1	3.33	1	3.33	30	27.65
	Safer Communities & CD	30	29.00	29	28.35	1	0.65	1	2	7.14	93.55	2	7.14	1	3.57	28	27.35
	Totals		300	275.72	273	252.02	27	23.70	8	13	4.81	91.00	9	3.33	3	1.11	270
TOTAL	Chief Executive	181	152.65	136	115.83	45	36.82	2	10	7.25	75.14	7	5.07	3	2.17	138	116.04
	Improvement	5	5.00	5	5.00	0	0.00	0	0	0.00	100.00	0	0.00	0	0.00	5	5.00
	Planning Housing & Economy	124	119.73	114	106.34	10	13.39	1	3	2.65	91.94	2	1.77	2	1.77	113	105.38
	Environment & Community	300	275.72	273	252.02	27	23.70	8	13	4.81	91.00	9	3.33	3	1.11	270	249.82
	Totals		610	553.10	528	479.19	82	73.91	11	26	4.94	86.56	18	3.42	8	1.52	526

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Note: Turnover is calculated on numbers of leavers as a percentage of staff in post as at end of previous quarter

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PERSONNEL COMMITTEE

JOB EVALUATION AND PAY STRUCTURE FROM APRIL 2010

MARCH 10, 2010

Report of Head of Human Resources

PURPOSE OF REPORT

This report provides information on the final changes, the process for implementation and the role of the committee in pay and grading going forward.

This report is public

Recommendations

The meeting is recommended:

- (1) To note the new pay and grading structure.

Executive Summary

1. Introduction

The committee has received regular updates on the pay and grading project which is now coming to the end of phase 2 which is the development of a new pay structure and the introduction of the GLPC job evaluation scheme.

This report provides information on the final changes, the process for implementation and the role of the committee in pay and grading going forward.

Proposals

- 1.1 That the new pay and grading structure be introduced from April 2010 in line with the project plan.
- 1.2 That a standard protection period of 2.5 years be applied from April 2010 to those members of staff whose substantive grade is less under the GLPC scheme than their current grade (18% of the workforce).
- 1.3 That the car cash allowance be removed as a contractual term through

a lump sum buyout equal to 2.5 the current annual allowance.

- 1.4 That allowances be standardised and/or removed where applicable.
- 1.5 That phase 3 of the project continue in 2010-11 to establish the future of the essential car user allowance and the application of the new incremental structure from 2012.
- 1.6 That the Council seek a collective agreement to implement the changes from April 2010.

Conclusion

- 1.7 After more than 12 months of hard and constructive work, management and the local Unison branch have now reached agreement on a new pay and grading structure.
- 1.8 The new structure is fair, affordable and meets the current and future needs of the Council to recruit, retain, develop and reward staff. The use of a well regarded and widely used job evaluation systems also provides a defence against equal pay claims.
- 1.9 The Personnel committee will retain responsibility for establishment changes in line with the current constitution.

Background Information

- 2.1 Following the approval of the commencement and implementation of the Equal Pay Audit and the job evaluation project at the Executive on the 5 March 2007, the Equal Pay Audit was completed during the summer of 2007. The report did not highlight any major areas of concern for equal pay at that time, giving the Council some reassurance that staff are being paid at fair and equitable levels reducing the risk of any claims being made under Equal Pay legislation.
- 2.2 The original plan was to commence Job Evaluation in April 08 and being finalised for implementation on 1 April 2009. £500,000 was put aside as part of the Council's Medium Term Financial Strategy, to cover the costs of implementing a new pay structure, yet to be confirmed but, based on the experience of other Councils, estimated to be around 3% of the pay bill.
- 2.3 During the early part of 2008 it was agreed with UNISON that the job evaluation should be delayed with commencement in September 08 and final implementation in April 2010. This was to allow for the Council's restructure to be finalised and to allow for a 'settling down period', where recruitment to outstanding vacant posts following the restructure could be advanced and any issues surrounding 'displaced employees' could be finalised. The delay was also deemed appropriate to ensure HR and Unison resource was available to support the Job

Evaluation Project, and prior to this time resources were tied up with the restructure and sports centres modernisation

- 2.4 The delay to the project also allowed time to develop an in depth project plan and to review project costs and resources using the expertise of a consultant. The Council engaged Northgate Arinso, who are the organisation who provide Job Evaluation consultancy specifically for the Greater London Council Scheme (GLPC), to support the project. The GLPC scheme was selected by members of the Unison Executive and the Staff Consultation Group.
- 2.5 As the Council's existing pay structure was designed many years ago to complement company cars and PRP the project was designed to include the development of a new pay structure and the standardisation of other allowances.
- 2.6 The project has run according to the agreed timetable and within budget. The detailed financial effects have been taken into account in the MTFS and the immediate effect of the car cash buyout accounted for in 2009-10.
- 2.7 The local and regional Unison representatives have been involved throughout, as members of the project board and team. The staff liaison co-ordinator has been seconded from his substantive post to support the project 3 days per week.
- 2.8 The impact of the new job evaluation scheme is that 82% of staff see their substantive go up or stay broadly the same (the mapping principles used mean that those people whose new salary is very close to their old salary move **up** to the nearest grade).
- 2.9 The 18% of staff whose substantive salary goes down will receive pay protection until September 2012.
- 2.10 Indicative grades have been released to all staff along with an information booklet (attached) detailing the new pay structure and other changes to terms and conditions. These essentially relate to an increase in annual leave to those at the lower level and standardisation of allowances and overtime rates.
- 2.11 Any member of staff can ask for a review of their grade and/or formally appeal the new grade. This process is underway and, to date, 2 requests for review have been received. Several more are expected before implementation.
- 2.12 The new pay structure, outlined on page 6 of the booklet, represents a significant move from a spot to an incremental structure. However, agreement has been reached with Unison locally that there will be no incremental movement until the end of the pay protection period.
- 2.13 The final phase of the project in 2010-11 will determine the progression

criteria and the future of the essential car user allowance.

- 2.14 As the Council recognises Unison for the purposes of collective bargaining, the preferred implementation route for changes to terms and conditions is via a collective agreement. Generally this is negotiated locally but, due to numerous challenges against Unison nationally under equal pay legislation, the national office require legal sign off before the local Unison branch can ballot members for acceptance. The scheme has been submitted to the national office along with a full equality impact assessment carried out by the Northgate Arinso consultant.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 The proposals deliver the new pay structure and job evaluation as outlined in the project which has been ongoing since 2007-8. The new pay structure is equitable and affordable and has been developed in partnership with the recognised trade union.

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

- Option One** Implement the new pay structure in accordance with the project outcomes.
- Option Two** Retain the current pay structure.

Implications

Financial: The financial impact of the new pay structure has been reported separately.

Legal: The 2004 National Pay Settlement committed every Council in England and Wales to carrying out a local Pay and Grading Review for all employees covered by the 1997 Single Status Agreement. Job evaluation is the product of that requirement and is intended to protect the Council against equal pay claims brought by employees under the Equal Pay Act 1970 as amended by the Equal Pay (Amendment) Regulations 1983.

Comments checked by Richard Hawtin, Team Leader – Property and Contracts 01295 221695

Risk Management: The risk of not implementing a consistent system for evaluating jobs is that the Council could be open to equal pay claims in the future.

Comments checked by Rosemary Watts, Risk Management & Insurance Officer, 01295 221566

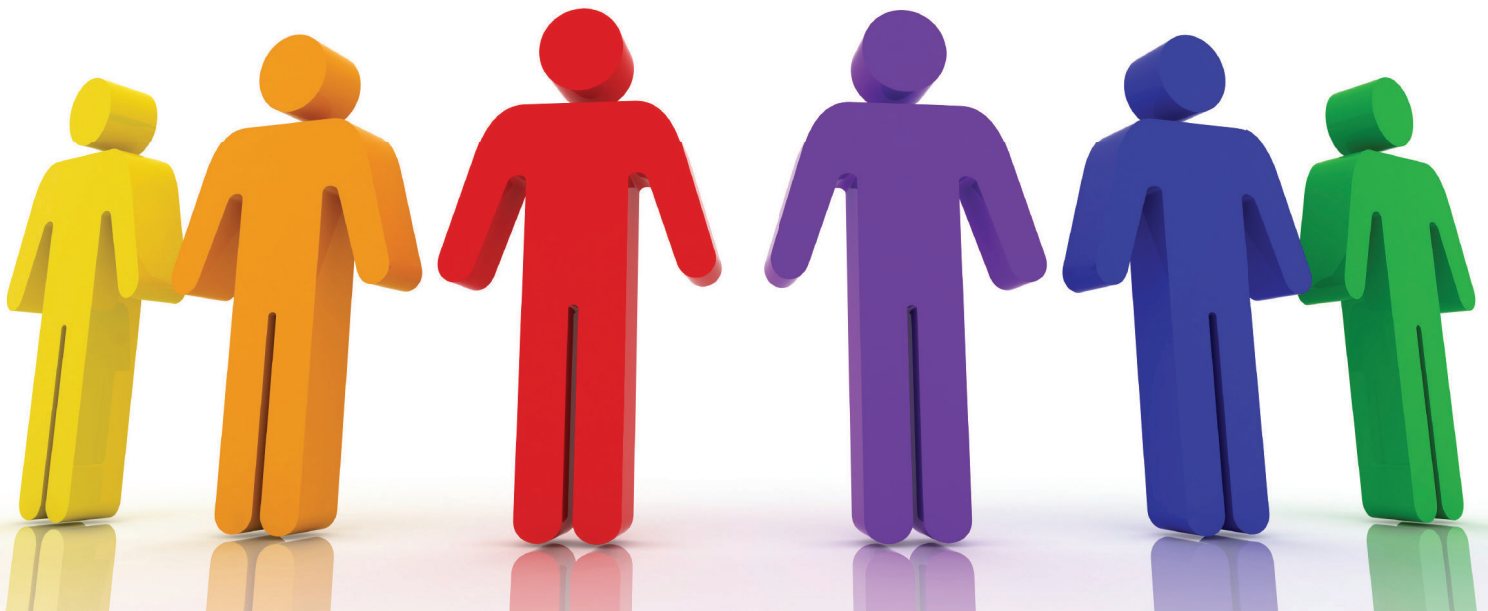
Wards Affected

All

Document Information

Appendix No	Title
Appendix 1	Job evaluation and pay structure from April 2010, staff booklet
Background Papers	
None	
Report Author	Anne-Marie Scott, Head of People and Improvement
Contact Information	01295 221731 annemarie.scott@Cherwell-dc.gov.uk

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Job evaluation and pay structure from April 2010

A guide for staff on Cherwell District Council's
new pay, terms and conditions of employment

Contents

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Foreword from the Chief Executive



I am very pleased that we have arrived at the point when we can detail in this booklet the proposed new pay and grading structure for Cherwell District Council. All our recent work on job evaluation, pay and grading has been with the aim of designing a new pay and grading structure which is fair and consistent, which complies with equal pay legislation, which is affordable and which will help us retain and recruit people in the future.

We have worked closely with UNISON from the very start to develop this proposed structure and other proposals around pay protection, changes to allowances and annual leave entitlements. All the proposed changes in this booklet are supported by the UNISON Executive at Cherwell but remain subject,

to sign-off by the national UNISON organisation and, then, to a ballot of local UNISON members.

We have always known that the introduction of a new, fair and consistent pay and grading structure will lead to changes in pay for many colleagues. Councillors, UNISON representatives and I have agreed from the beginning that we must do all we can to minimise the number of colleagues who lose pay and maximise the time for which colleagues in this position are 'protected' and therefore continue to receive their current, higher salary. Councillors have added an extra £516,000 to the pay bill for this purpose.

Overall, 82% of people will either continue on the same salary or earn a higher salary and 18% of people will lose money. These people will be paid their current, higher salary for a further two-and-a-half years (that is, until the end of September 2012). The council's job evaluation team and UNISON's negotiating team have worked really hard in the last few weeks to arrive at this position. I know that no colleague who

now faces a reduction in their salary will think this is a good result, but when we started, there was the realistic possibility that around a third of staff members might face a reduction in pay.

The job evaluation project has been a huge undertaking in which most colleagues across the council have participated directly. The end has felt like a long time coming, but actually we are bang on track to put these proposed changes into effect from the 1 April 2010 as we have always planned to do. This is down to the excellent work of the job evaluation team who I would like to thank for their hard work and commitment over the last few months.



Mary Harpley,
Chief Executive
Cherwell District Council

February 2010

Note: All the information provided in this booklet is correct at the time of printing.

The proposals in it are subject to a ballot of local UNISON members.

Joint statement from the Head of Human Resources and the Chair of UNISON

Dear Colleague

After a great deal of hard and constructive work, management and UNISON, working in partnership, have now agreed principles for a new pay and grading structure across the council. We are now sharing the proposed new pay and grading structure and associated proposals with all staff.

UNISON will hold a ballot of members in February or March. If UNISON members accept the proposals the council will enter into a collective agreement which means the changes will automatically become part of all existing contracts.

The proposals embody the principles which have driven this work from the start:

- **Equality.** We have a responsibility to all our staff to ensure equality in pay, terms and conditions.
- **Affordability.** We have a responsibility to all our staff and to the council tax payers of Cherwell to ensure that the pay agreement that we reach is affordable now and in the future.

The draft agreement that we have reached is both fair and affordable. It is an important milestone in our council's improvement journey and shows what can be achieved when trade unions, management and staff work together to achieve shared goals.

UNISON and management jointly recommend the proposals to all Cherwell District Council employees.

This booklet lays out the detail of the proposed agreement which it is proposed come into force on 1 April 2010. In summary:

New pay and grading structure

The new grading structure is simple and transparent. There are 11 grades and each grade has 5 points. This will allow for incremental progression over time.

Pay protection

Some employees will see a reduction in their pay. As we are putting right past inequalities within a defined budget, there will inevitably be some who lose out. Employees in this position will continue to receive their current, higher salary, for 2.5 years (until the end of September 2012).

Allowances

We have standardised most of our current allowances across the council to make them fair and consistent. We have abolished some others.

Annual leave

The starting point for annual leave has been increased from 23 to 25 days. Employees will still accrue an additional 3 days leave when they have 5 continuous years local government service. The switch to 28 days will now take effect on the anniversary of an employee's continuous service date (pro rata for that year) rather than at the start of the next leave year as now.



Anne-Marie Scott,
Head of HR



Phil Aris,
Chair of UNISON

Timetable

- All employees will be informed of their indicative grades and salaries on 2 February
- Local UNISON members will vote on the proposed new pay and grading structure and other proposed changes in February or March
- The local vote will happen only after sign off by national UNISON which is anticipated in February or early March
- Appeals against indicative grades should be made by 31 March
- The new pay and grading structure will come into effect on 1 April 2010

Job evaluation: an overview

What is job evaluation?

Job evaluation determines the relative value of jobs in an organisation in a fair, transparent and consistent way.

Job evaluation itself does not determine rates of pay. It produces a list of the jobs in an organisation in order of their relative value. This list is used to create a new pay and grading structure. Job evaluation is one of the tools used to ensure that people are paid fairly for the work they do.

Why do we need job evaluation?

The 1997 National Joint Council Single Status agreement sought to harmonise the terms and conditions of council employees formerly employed under 'white collar' and 'manual' conditions of service.

This meant that we had to carry out a pay and grading review of which job evaluation is a fundamental part. All councils across the country have been working on similar projects.

How does job evaluation work?

Job evaluation looks at a set of 'factors' that can be applied to all posts.

Factors are aspects of jobs that can be defined and measured. Factors provide the basis for assessing and comparing the relative value of different jobs. Each factor has a number of different levels with supporting statements against which each job is measured. Each of these factor levels results in a score, which are added together to get a total score for a job.

Which job evaluation scheme have we used?

We have used the 'GLPC' job evaluation scheme. This scheme was chosen by a joint panel of management, UNISON and staff representatives. It was chosen because it provides the best 'fit' with the jobs in our organisation and therefore is likely to cause the least turbulence when it is introduced.

As a general rule when job evaluation schemes are introduced, one third of jobs are upgraded, one third are downgraded and one third stay the same. Our proposals mean that significantly fewer than one third of our jobs are being downgraded.

The scheme is based on 11 factors each containing a number of levels:

1. Supervision/management of people
2. Creativity and innovation
3. Contacts and relationships
4. Decisions – discretion
5. Decisions – consequences
6. Resources
7. Work demands
8. Physical demands
9. Working conditions
10. Work context
11. Knowledge and skills

Which jobs have been evaluated?

All jobs in the council, including Head of Service jobs, have been evaluated. The only exceptions are the Corporate Management Team jobs (and there will be three of these from 1 April).

The proposed new pay and grading structure

- The proposed new pay and grading structure has 11 grades, plus an apprentice grade, under Heads of Service. Grade 1 has 4 levels and grade 2 -11 have 5. There are 3 Heads of Service grades but these will be 'spot' grades with no associated levels.
- Each of the proposed new grades takes in jobs which fall within a defined range of job evaluation points. The span of each grade is determined by establishing breaks in the rank order of job evaluation scores to establish grades which bring together very similarly scored jobs.
- All jobs in a particular grade are considered to be **equal** in size. Each grade spans a defined salary range. Although a job's evaluation points score determines the job's grade it has **no** further role in determining an employee's actual salary within the grade's salary range. Any employee joining the council will start at the **lowest** level for the grade, whatever the job's actual point score in the grade's range.
- In making the transition on 1 April from the council's current pay and grading structure to the new one we have taken people's current salaries into account to minimise the number of employees who see their salaries decrease. The principles we have applied for the transition are explained in the next section of this booklet.
- The levels within the new grades will allow employees to move up levels within grades. The policy for how people progress will be decided jointly with UNISON during 2010-11. However, as the scheme needs to be affordable we have agreed with UNISON that there will be no movement through the structure during the pay protection period (that is, until the end of September 2012).
- The pay structure from 1 April 2010 is shown in this table.

Pay structure from 1 April 2010

Grade	Job evaluation points range		Value of levels
Apprentice	0 – 200		£7,800
Grade 1	201 – 250	a	£13,000
		b	£13,500
		c	£14,000
		d	£14,500
Grade 2	251 – 283	a	£14,500
		b	£15,000
		c	£15,500
		d	£16,000
		e	£16,500
Grade 3	284 – 313	a	£16,500
		b	£17,000
		c	£17,500
		d	£18,000
		e	£18,500
Grade 4	314 – 350	a	£18,500
		b	£19,000
		c	£19,500
		d	£20,000
		e	£20,500
Grade 5	351 – 389	a	£20,500
		b	£21,000
		c	£21,500
		d	£22,000
		e	£22,500
Grade 6	390 – 436	a	£22,500
		b	£23,500
		c	£24,500
		d	£25,000
		e	£26,500
Grade 7	437 – 480	a	£26,500
		b	£27,500
		c	£28,500
		d	£29,500
		e	£30,500
Grade 8	481 – 522	a	£30,500
		b	£31,500
		c	£32,500
		d	£33,500
		e	£34,500
Grade 9	523 – 559	a	£34,500
		b	£35,500
		c	£36,500
		d	£37,500
		e	£38,500
Grade 10	560 – 614	a	£38,500
		b	£39,500
		c	£40,500
		d	£41,500
		e	£42,500
Grade 11	615 – 667	a	£42,500
		b	£43,500
		c	£44,500
		d	£45,500
		e	£46,500
Head of Service	668 and above	a	£55,000
		b	£60,000
		c	£65,000

How will my job be allocated to a new grade?

Your job is allocated to the grade in which the points score of your job falls. For example Grade 6 covers 390-436 points.

When will my new grade come into effect?

On 1 April 2010. All new salaries will apply from this date too, unless your salary has decreased as a result of job evaluation. If this is the case you will be paid at your current salary for 2.5 years (that is, until the end of September 2012).

Will I be able to see which jobs are in which grades across the council?

Yes. As soon as everyone has received their individual letters we will be listing all the jobs in the council by grade.

How is the new pay structure different?

The council currently has a 'spot' salary structure at all levels with various allowances applied to some grades and some jobs. The vast majority of jobs will now sit in the incremental structure. Head of Service jobs will still sit on a spot structure.

What will happen to career grades?

We will continue to use career grades across the council and employees on career grades will be able to progress in the normal way during the pay protection period.

However we will need to translate our current career grades to our new pay and grading structure and this will bring changes to existing career grade structures; for example, a career grade that previously spanned a number of grades may in the future span only one or two.

During 2010-11 the individual departments affected will review their career grades and criteria for progression to ensure they fit appropriately into the new structure.

Have you taken into account that some jobs are difficult to recruit to?

We know we must compete in the market for the best people. If we find it difficult to recruit and retain people to certain jobs we will assess the need to make market supplement payments for them.

What happens if my post changes significantly in the future?

There will be a process put in place to assess significant changes to posts over time.

How your new salary has been determined

With this booklet every employee is receiving a personal letter which summarises the job evaluation 'result' for their job and their position on the new pay and grading structure, that is: the number of points their job has scored in job evaluation; the new grade for their job; and their new salary.

Your new grade determines the range in which your new salary falls (e.g. Grade 6 pays a salary of £22,500-£26,500). Your actual salary is determined by which of the 5 levels within the grade you are placed on. Principles have been agreed with UNISON for each of three categories of employees, with the objective of minimising the number of employees who lose pay and the extent of their loss.

Every employee falls into one of these following three categories:

Employees whose current salaries are already within the salary range of their new grade

- If you come into this category this in effect means that job evaluation has confirmed that your job sat in pretty much the right place in our old pay structure.

In all such cases employees will be matched across to the level in their new grade that is closest to their current salary, always 'rounding' upwards.

This has resulted in small increases in pay for everyone in this position, but in effect the salary position of these people stays the same. You may have heard people in this position referred to as 'white-circled'.

38% of employees in the council are in this position.

Example

Your job has been placed in new Grade 5, for which the salary range is £20,500-£22,500. At the moment you earn £21,387 which is within the new salary range. You will therefore be matched to the middle level of Grade 5 with an associated salary of £21,500 – the nearest salary level to now, rounded up. Your salary will increase by £113, effectively staying the same.

Employees whose current salaries are less than the salary range of their new grade

- If you come into this category this in effect means that job evaluation has confirmed that your job sat lower than it should have done in our old pay structure and that your job therefore moves to a higher grade in the new structure.

In all such cases employees will be **matched across to the bottom level of their new grade.**

Everyone in this category will see an increase in their pay and many of the increases are substantial. You may have heard people in this position referred to as ‘green-circled’.

44% of employees in the council are in this position.

Example

Your job has been placed in new Grade 5, for which the salary range is £20,500-£22,500. At the moment you earn £17,730 which is less than the new salary range. You will therefore be matched to the bottom level of Grade 5 with an associated salary of £20,500. Your salary will increase by £2,770.

Employees whose current salaries are greater than the salary range of their new grade

- If you come into this category this in effect means that job evaluation has confirmed that your job sat higher than it should have done in our old pay structure and that your job therefore moves to a lower grade in the new structure.

In all such cases employees will be **matched across to the top level of their new grade.**

Everyone in this category will see a decrease in their pay and in some cases these decreases are substantial. You may have heard people in this

position referred to as ‘red-circled’.

18% of employees in the council are in this position and they will continue to receive their current salary for the proposed protection period of 2.5 years (that is, until the end of September 2012).

Example

Your job has been placed in new Grade 5, for which the salary range is £20,500-22,500. At the moment you earn £23,901 which is greater than the new salary range. You will therefore be matched to the top level of Grade 5 with an associated salary of £22,500.

I am temporarily seconded from my substantive job, so which job will I get my results for?

You will get the results for both your substantive job and the job to which you are seconded.

Will I still get my current honorarium/acting up allowance payment?

All existing honorarium and acting up payments will end on 31 March 2010. Where it has been agreed that these duties now represent a permanent part of a job they have been written into job descriptions and therefore included in the evaluation.

What if I am asked to take on extra duties temporarily in the future?

The council still has arrangements for paying honoraria and acting up payments, subject to an approved business case.

Will my contractual notice period change?

Notice periods are currently linked to grades so have been reviewed to bring them in line with the new pay structure. In grades 1-7 the notice period will be one month and in grades 8-11 two months. Notice period at service head level remain unchanged at 3 months.

Will some posts still be politically restricted?

From January 2010 the approach to identifying politically restricted roles changed. Local authorities are now required to assess whether roles should genuinely be politically restricted by virtue of the duties they actually perform rather than using the salary level. To implement

this change at CDC we will remove the political restriction attachment to current grade 18 and undertake a review of our establishment to identify both our specified and sensitive posts.

I have a temporary contract – how does this affect me?

Temporary employees will be treated in the same way as permanent members of staff while their current contract is in place or if it is extended. But if the nature of your temporary employment changes, you will be paid according to the grade of your new job immediately.

I work on a casual basis – how does this affect me?

Casual hourly rates have been evaluated under the new system and will change on 1 April 2010.

I am not a member of a trade union – how do I join?

To join UNISON call Geoff Bell on 1749 or Linda Winters on 1734.

Pay protection

We don't want anyone to suffer an immediate decrease in pay as a result of the new pay and grading structure. There is an established process, called 'pay protection', which allows staff to stay at their current pay levels for a defined period of time before they drop down to the lower salary. This gives staff time to plan for and make informed decisions about their future.

What does pay protection cover?

Pay protection covers basic salary in all cases. It does not cover allowances, although we are putting in special arrangements for employees who currently receive the essential car user allowance and the car cash allowance. There is further information in the next section.

How is pay protection calculated?

The amount of pay which is protected is the difference between your current salary and your new salary from 1 April 2010.

Will I get annual pay awards while I am on pay protection?

Your salary will be frozen at 31 March 2010 until 30 September 2012, assuming you stay in your current job.

I was already on pay protection, so what happens now?

If you are on pay protection on 1 April 2010 and subject to a loss of pay under the new structure you will have your current protected salary protected for one further year (that is, until 31 March 2011). On 1 April 2011 you will move down to your substantive salary prior to job evaluation for the rest of the protection period. On 1 October 2012 you will move to the salary attached to your grade in the new structure.

What happens if my salary is still higher than the salary range for my job after the protection period?

At the end of the protection period your salary will revert back to the maximum for the grade. During the protection period the substantive salary for your post will have been inflated by the agreed annual cost of living awards.

If my salary is pay protected will it affect my pension?

Please see the pensions section of this booklet for more information.

Will I still get pay protection if I move to another job in the council?

If you choose to move from your pay protected post to a new post in the council, any pay protection entitlement will end from the start date of your new post. The council will however consider any exceptional circumstances that may be relevant in considering a different approach.

Proposed changes to allowances

What's happening to allowances?

The council has reviewed everything it pays to staff. As a result, we found many allowances were no longer used, and there were some differences in calculations. The new arrangements ensure everyone will benefit in the same way.

What are the proposed changes?

Overtime

These proposed rates will apply to all overtime (contractual and non-contractual) and to all grades. As now, overtime will only be paid where it has been agreed in advance by the Service Head.

- Up to 37 hours per week count as normal time. Overtime rates apply above 37 hours
- Leave counts towards the 37 hours, flex does not
- Weekdays and Saturdays – time and a half above 37 hours
- Sundays and Bank Holidays – double time above 37 hours
- No enhanced rates for weekend working if the hours are within standard 37 hours

Standby

We are standardising standby allowances across the council and this will result in some minor changes. Full details will be released during February.

Committee

The allowance for attending committee meetings will be abolished. Attendance at committee meetings will be covered by flex or by the overtime allowance.

Telephone

The allowance for using home telephones for council business will be abolished. All employees who are required to have a telephone for business purposes are now allocated mobile telephones or other devices.

Cars

Employees who currently receive a **car cash allowance** will have their entitlement to this 'bought out' of their contracts in March 2010. This means that all employees who currently receive a car cash allowance will receive 2.5 times their annual allowance as a one-off payment in March. This buyout applies too to

employees who currently have a lease car. These employees will receive a lump sum payment in March equal to 2.5 times the **car cash allowance** they would have moved onto in April.

As with the PRP buyout, you may opt to receive the payment in 2 instalments, in March and April. We will be writing to everyone who is due the payment to confirm which option is best for their personal circumstances.

Employees who currently receive the car cash allowance will be able to claim casual mileage rates for all business miles in 2010-11.

The **essential car user allowance** will not change on 1 April 2010. However, both the essential car and casual car user policies are being reviewed during 2010-11 and we will work with UNISON to agree new policies from 1 April 2011.

First Aid

The First Aid allowance is payable to designated First Aiders and the rate is unchanged at £150 per year.

The allowance will now be paid monthly instead of annually as now.

Health and safety

The Health and Safety allowance is paid to designated officers and the rate is unchanged at £500 per year.

Tool allowance

This allowance is unchanged.

I used to get regular allowances as part of my contract – are allowances being protected?

There is no ongoing pay protection for allowances like there is for basic pay. Employees who currently receive the car cash allowance will receive the equivalent of 2.5 years protection for this allowance, but in one lump sum. No other allowances are being bought out in the same way.

Proposed changes to annual leave

The minimum annual leave entitlement will now be 25 days, instead of 23 days as now. All employees who are currently entitled to 23 days leave will move up to 25 days on 1 April 2010.

Employees who reach 5 years service currently move up to 28 days annual leave. This will remain the same but will now come into effect on the anniversary of your continuous service rather than the start of the next leave year.

Implications for pensions

How will job evaluation affect my pension?

If you receive an increase in pay this will increase your final pensionable pay used in calculating your pension. You won't receive the full benefit of this until you have been on the higher salary for a year.

If your salary decreases, this will not affect your pension until the end of the protected period (that is the end of September 2012).

Will my pension be protected?

All pension scheme members, at the time of retirement, generally have their pension calculated using the 'best' year from the last consecutive three years for the calculation of their pensionable pay.

However a scheme member can elect to use the best consecutive three financial years (April to March) in the last 10 when calculating pensionable pay. If you leave or retire within 10 years from the date of the reduction in pensionable pay you may elect to use this option.

The latest date when a scheme member can choose to use these dates is 31st March 2017. After this date the effect of the protection provided by this regulation will start to reduce.

You must inform the Pension Scheme administrators that you wish to use this regulation when you retire from Cherwell District Council. Do not assume that it will happen automatically.

What happened to 'Certificates of Protection'?

These were stopped and replaced when the new Pension Scheme Regulations came into force on 1 April 2008.

The new and old provisions are broadly similar.

What happens if I leave and decide to transfer my pension during this period?

The use of the new regulations only apply if your pension remains with the same employer. If you decide to transfer your pension to any other scheme, including another local government employer, you will not be able to elect to use this regulation.

I need more information about pensions – what should I do?

You should refer to the "More Advice and Help" section at the end of this booklet.

Appeals process

We have taken great care to ensure that job evaluation has been fair, transparent and objective. But we also understand the importance of having an appeals process.

All employees are entitled to appeal against the grade in which their job has been placed.

On what basis can I appeal?

Grounds for appeal

1. If you feel that the job evaluation scheme has been applied incorrectly and as a result the wrong grade has been applied to your post.
2. If your post has changed significantly since the original evaluation or if you think that significant evidence is missing from the Job Description Questionnaire.
3. If you feel you have been unfairly treated in some way in relation to the processes that apply to job evaluation and grading.

(This third type of appeal will be handled through the council's Staff Complaints Procedure).

How should I submit an appeal?

All appeals should be made in writing to Anne-Marie Scott in HR by 31 March 2010.

What does the appeals process look like?

The job evaluation review and appeals procedure has 2 stages:

Stage 1 – Review stage

The purpose of this stage is to review a post's score at the request of the employee(s) in the job, bringing to bear the evidence provided by the employee. This review will be carried out jointly by a member of Human Resources and a UNISON representative both of whom are trained in the job evaluation process. This review will either confirm that the original evaluation is correct or assign the job a new points score (greater or smaller than currently). A new points score may or may not change the grade of the job.

Stage 2 – appeal stage

If the employee(s) is dissatisfied with the outcome from the review stage, they have the right to proceed to the appeals stage. At this stage the Job Evaluation Appeals Panel (JEAP) will consider the case. As part of their work a hearing will be arranged which the employee(s) can attend to address the panel. The appeal panel will either confirm that the original evaluation is correct or assign the job a new points score (greater or smaller than currently). A new points score may or may not change the grade of the job.

What might happen as a result of my appeal?

1. An increase in the grade of your job from 1 April 2010
2. A reduction in the grade of your job from 1 April 2010
3. No change to the grade of your job from 1 April 2010.

What happens if I am in a grouped post?

A grouped post has two or more members of staff with identical job descriptions and person specifications. These posts will have already been evaluated as a group.

Everyone in a grouped post has the right to appeal the grading result by themselves. However, the results of any appeal will apply to all the posts in the group. Prior to any appeal of a grouped post beginning all members of the group will be told of the requested review/appeal.

Where can I get more details about how to request a review or appeal?

The job evaluation review and appeals procedure is being sent directly to all staff with this booklet and is also available on the intranet or from Human Resources.

More help and advice

We hope that this booklet has given you all the information you need about job evaluation and how you might be affected.

If you have any queries about pensions please contact Pensions Service on **01865 797125** or email **pension.services@oxfordshire.gov.uk**.

If you have any questions please contact your line manager, head of service, HR, trade union representative or Geoff Bell. Any of these people will provide advice or assistance.