

# Public Document Pack



South Northamptonshire Council

**Committee:** Joint Commissioning Committee  
**Date:** Thursday 20 July 2017  
**Time:** 6.30 pm  
**Venue:** The Forum, Moat Lane, Towcester, NN12 6AD

## Membership

<b>Councillor Anthony S. Bagot-Webb</b>	<b>Councillor Phil Bignell</b>
<b>Councillor Rebecca Breese</b>	<b>Councillor Roger Clarke</b>
<b>Councillor Mike Kerford-Byrnes</b>	<b>Councillor Chris Lofts</b>
<b>Councillor Ian McCord</b>	<b>Councillor D M Pickford</b>
<b>Councillor Barry Richards</b>	<b>Councillor Dan Sames</b>
<b>Councillor Nicholas Turner</b>	<b>Councillor Barry Wood</b>

## AGENDA

- 1. Apologies for Absence and Notification of Substitutes**
- 2. Appointment of Chairman for the Municipal Year 2017-2018**
- 3. Appointment of Vice-Chairman for the Municipal Year 2017-2018**
- 4. Declarations of Interest**

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

Cherwell District Council  
Bodicote House  
Bodicote  
Banbury  
Oxfordshire  
OX15 4AA

[www.cherwell.gov.uk](http://www.cherwell.gov.uk)

South Northamptonshire Council  
The Forum  
Moat Lane  
Towcester  
Northamptonshire  
NN12 6AD

[www.southnorthants.gov.uk](http://www.southnorthants.gov.uk)

## 5. **Petitions and Requests to Address the Meeting**

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

## 6. **Chairman's Announcements**

To receive communications from the Chairman.

## 7. **Minutes** (Pages 1 - 12)

To confirm as a correct record the Minutes of the meeting held on 30 March 2017 and to note the informal notes of the inquorate meeting held on 20 June 2017.

## 8. **Benefits Realisation Review: Human Resources and Organisational Development** (Pages 13 - 18)

Report of Assistant Director – Commercial Development and Innovation

### **Purpose of report**

This report presents the final recommendations to reconfigure the HR and OD Service following the completion of the benefits realisation review and staff consultation.

The report recommends restructuring the service into a HR and Payroll Service and in doing so seeks the Joint Commissioning Committee's (JCC) agreement for all elements of the proposal.

The proposal is part of the wider transformation programme across the two Councils.

### **Recommendations**

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To approve the final recommendations including the restructure proposal to create a HR and Payroll Service shared across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively)., including determination of any redundancies that could arise as a result of the implementation process and to delegate to the Assistant Director – Commercial Development and Innovation in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the proposal.

- 1.3 To delegate to the Assistant Director – Commercial Development and Innovation responsibility for implementation of the business case, including approving the costs of any redundancies, in consultation with the Chief Finance Officer.

**9. Harmonisation of Terms and Conditions - Policies for Adoption**  
(Pages 19 - 42)

Report of Assistant Director – Commercial Development and Innovation

**Purpose of report**

To seek Member approval for the adoption of two policies that can be applied to all employees of Cherwell District and South Northamptonshire Councils: Compassionate leave policy and Market supplement policy.

**Recommendations**

The meeting is recommended:

- 1.1 To approve the revised compassionate leave policy (Appendix 1).
- 1.2 To approve the introduction of a market supplement policy (Appendix 2).

**10. Notification of Urgent Action 2017/18 Cost of living pay award for the Joint Management Team and Shared Service Managers** (Pages 43 - 46)

Report of Interim Chief Executive / Interim Head of Paid Service

**Purpose of report**

To inform Members of the decision taken by the Interim Chief Executive / Head of Paid Service under urgent powers in consultation with the Chairman (Councillor Barry Wood) and Vice-Chairman (Councillor Ian McCord) of the Joint Commissioning Committee to approve the 2017/18 pay award for the Joint Management Team (JMT) and Shared Managers so it coincides with the general award and implementation date.

**Recommendations**

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive / Head of Paid Service to approve the 2017/18 pay award for the Joint Management Team and Shared Managers.

**11. Notification of Urgent Action: Final Business Case - Joint Development Management Service; and, Benefits Realisation Review: Human Resources and Organisational Development** (Pages 47 - 54)

Report of Director of Operational Delivery

## **Purpose of report**

To report the urgent action taken by the Interim Chief Executive to commence the implementing of the business case for the Shared Development Management Service and the consultation process for the Benefits Realisation Review: Human Resources and Organisational Development

## **Recommendations**

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive.

## **12. Urgent Business**

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

## **13. Exclusion of the Public and Press**

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

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

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

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

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

**14. Benefits Realisation Review: Human Resources and Organisational Development - Exempt Appendices** (Pages 55 - 94)

**15. Harmonisation of Terms and Conditions: Policies for Consultation**  
(Pages 95 - 114)

Exempt report of Assistant Director - Commercial Development and Innovation

**16. Pay, Grading and Harmonisation of Terms and Conditions: Update**  
(Pages 115 - 120)

Exempt Report of Assistant Director – Commercial Development and Innovation

### **Information about this Meeting**

The agenda, reports and associated documents for the above meeting are available at the offices and websites of Cherwell District Council and South Northamptonshire Council at the addresses and websites set out on the agenda front sheet.

### **Apologies for Absence**

Apologies for absence should be notified to [democracy@cherwellandsouthnorthants.gov.uk](mailto:democracy@cherwellandsouthnorthants.gov.uk) or 01295 221589 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 alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the assembly point 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 Natasha Clark, Democratic and Elections  
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

**Yvonne Rees**  
**Chief Executive**

Published on Wednesday 12 July 2017

# Agenda Item 7

## Cherwell District Council and South Northamptonshire

### Joint Commissioning Committee

Minutes of a meeting of the Joint Commissioning Committee held at Bodicote House, Bodicote, Banbury, Oxfordshire OX15 4AA, on 30 March 2017 at 6.30 pm

Present: Councillor Barry Wood (Chairman)  
Councillor Ian McCord (Vice-Chairman)

Councillor Ken Atack  
Councillor Phil Bignell  
Councillor Rebecca Breese  
Councillor Roger Clarke  
Councillor Mike Kerford-Byrnes  
Councillor Chris Lofts  
Councillor G A Reynolds  
Councillor Barry Richards

Substitute Members: Councillor D M Pickford (In place of Councillor Dan Sames)

Apologies for absence: Councillor Anthony S. Bagot-Webb  
Councillor Dan Sames

Officers: Scott Barnes, Director of Strategy and Commissioning  
Karen Curtin, Commercial Director  
Ian Davies, Interim Chief Executive / Head of Paid Service  
Paul Sutton, Chief Finance Officer / Section 151 Officer  
Claire Taylor, Assistant Director - Commercial and Innovation  
Hedd Vaughan Evans, Transformation Project Manager  
Mandy Targett, HR Business Partner for Resources  
Natasha Clark, Interim Democratic and Elections Manager

#### 108 **Declarations of Interest**

##### **8. Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team.**

Claire Taylor, Declaration, as her substantive post was included in the business case and would leave the meeting for the duration of the item.

##### **12. Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team - Exempt Appendices.**

Claire Taylor, Declaration, as her substantive post was included in the business case and would leave the meeting for the duration of the item.

##### **15. Phase Two Management Restructure.**

James Doble, Declaration, due to his current role and would leave the meeting for the duration of the item.

**16. Interim Head of Paid Service Remuneration.**

Ian Davies, Declaration, as the report related to his remuneration and would leave the meeting for the duration of the item.

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

There were no petitions or requests to address the meeting.

110 **Chairman's Announcements**

There were no Chairman's announcements.

111 **Minutes**

The Minutes of the Special Meeting held on 3 March 2017 and the Minutes of the meeting held on 10 March 2017 were agreed as correct records and signed by the Chairman.

112 **Health and Safety Operational Review**

The Commercial Director submitted a report which presented the final outcome of the Health and Safety Service review, which was part of the Joint Business Case for the Property and Investment Service which was agreed by Cherwell District and South Northamptonshire Councils in July 2016.

The report recommended the transfer of the Corporate Health and Safety Manager into the joint Property and Investment Service as a shared post and in doing so, sought the agreement of the Joint Commissioning Committee for all elements of the proposal.

The proposal was part of the wider transformation programme across the two Councils.

**Resolved**

- (1) That the outcome of the Health and Safety operational review be endorsed and the transfer of the Corporate Health and Safety Manager into the Joint Property and Investment Service as a shared post be approved.
- (2) That it be noted that the Health and Safety review follows on from the Joint Business Case for the Property and Investment Service which was approved by all committees in July 2016.
- (3) That it be noted that there were no immediate staffing implications from the proposal as the current postholder was retiring and that the new shared post would be advertised.



113 **Final Business Case: Joint Housing Services**

The Commercial Director submitted a report which presented the final business case following consultation for a joint Housing Service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Commercial Director confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the business case, recommending to the Joint Commissioning Committee that it be approved.

**Resolved**

- (1) That the responses to the consultation process with the affected staff and trade union representatives received and from the Joint Councils Employee Engagement Committee be considered and noted and it be determined that no amendment to the business case was required as a result of them.
- (2) That it be noted that the business case would be considered in respect of non-staffing matters by CDC Executive on 3 April 2017 and by SNC Cabinet on 10 April 2017.
- (3) That the staffing aspects of the final business case to create a Joint Private Sector Housing Service and a Joint Housing Service between CDC and SNC, subject to similar consideration and approval of the non-staffing aspects of the business case by CDC Executive and SNC Cabinet, be approved.
- (4) That responsibility be delegated to the Commercial Director responsibility for the implementation of the business cases, including approving the costs of any redundancies, in consultation with the Chief Finance Officer, subject to the business case being agreed by both Councils.
- (5) That it be noted that the savings realised from this proposal would be held in reserve and earmarked for Housing to provide additional resources that may be required to cope with any increased demand resulting from recent legislative changes.

114 **Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team**

The Director – Strategy and Commissioning submitted a report which presented the final proposal following consultation for a new Strategic Intelligence and Insight Team across Cherwell District and South Northamptonshire Councils and sought agreement of all elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Commercial Director confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the proposal case, recommending to the Joint Commissioning Committee that it be approved.

**Resolved**

- (1) That the responses to the consultation process with the affected staff and trade union representatives received and from the Joint Councils Employee Engagement Committee be considered and noted and it be determined that no amendment to the business case was required as a result of them.
- (2) That the final proposal to create a new Strategic Intelligence and Insight Team shared between SNC and CDC, including determination of the voluntary redundancy request be approved and authority delegated to the Director – Strategy and Commissioning in consultation with the Chairman of the Joint Commissioning Committee to make any subsequent non-significant amendment that may be required to the proposal.
- (3) That responsibility be delegated to the Director – Strategy and Commissioning for the implementation of the business case, including approving the costs of any redundancies, in consultation with the Chief Finance Officer.

115 **Urgent Business**

There were no items of urgent business.

116 **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 items of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and 4 of Schedule 12A of that Act and that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

117 **Final Business Case: Joint Housing Services - Exempt Appendices**

**Resolved**

- (1) That the exempt appendix to the Final Business Case: Joint Housing Services be noted.

118 **Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team - Exempt Appendices**

**Resolved**

- (1) That the exempt appendix to the Benefits Realisation Review: Proposal for a Strategic Intelligence and Insight Team be noted.

119 **Draft Business Case: Joint Development Management Service**

The Head of Development Management submitted an exempt report which presented the draft business case for joint working in Development Management across Cherwell District and South Northamptonshire Councils.

**Resolved**

- (1) That, having given due consideration, the Draft Business Case for a Joint Development Management Service be endorsed as the basis for consultation with staff and trade unions.

120 **Proposal to Complete the Harmonisation of Terms and Conditions**

The Commercial Director submitted an exempt report to seek agreement from JCC to proceed with consultation in relation to proposals to complete the process of harmonisation of terms and conditions.

**Resolved**

- (1) As set out in the exempt minutes.
- (2) As set out in the exempt minutes.
- (3) As set out in the exempt minutes.

121 **Phase Two Management Restructure**

The Interim Chief Executive / Head of Paid Service gave a verbal update on the Phase Two Management Restructure.

The Committee was advised that following her appointment as the new Chief Executive, Yvonne Rees, had held discussions with the Leaders and confirmed she wished to shape the next stage of the management process which had a number of implications that he and the Directors, as the Senior Management Team (SMT) would be considering.

The Interim Chief Executive / Head of Paid Service advised that it was anticipated that the start date for the new Chief Executive would be confirmed imminently. In the meantime, SMT were reviewing the current interim arrangements, approved budgets and business plans to that adequate resource was in place to ensure delivery of the priorities of both Cherwell District Council

and South Northamptonshire Council and to allow the new Chief Executive time to give consideration to future permanent arrangements.

**Resolved**

- (1) That the verbal update be noted.

122 **Interim Head of Paid Service Remuneration**

The Assistant Director – Transformational Governance submitted an exempt report relating to remuneration for the Interim Head of Paid Service.

**Resolved**

- (1) As set out in the exempt minutes.

The meeting ended at 8.25 pm

Chairman:

Date:

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

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## **Cherwell District Council and South Northamptonshire Council**

Informal notes of an inquorate meeting of the Joint Commissioning Committee held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 20 June 2017 at 6.30 pm

### Attendees

Councillor Anthony S. Bagot-Webb  
Councillor Rebecca Breese  
Councillor Roger Clarke  
Councillor Chris Lofts  
Councillor Ian McCord  
Councillor D M Pickford

Councillor Stephen Clarke (In place of Councillor Phil Bignell)  
Councillor Ian Corkin (In place of Councillor Mike Kerford-Byrnes)

Apologies for absence: Councillor Phil Bignell  
Councillor Mike Kerford-Byrnes  
Councillor Barry Richards  
Councillor Dan Sames  
Councillor Nicholas Turner  
Councillor Barry Wood

Officers: Ian Davies, Director of Operational Delivery / Head of Paid Service  
Scott Barnes, Director of Strategy and Commissioning  
Paul Sutton, Chief Finance Officer / Section 151 Officer  
Andy Preston, Head of Development Management  
Claire Taylor, Assistant Director - Commercial and Innovation  
Mandy Targett, HR Business Partner for Resources  
Natasha Clark, Interim Democratic and Elections Manager

### MEETING ABANDONED AS INQUORATE

Committee members agreed to discuss the agenda items informally and the notes would be submitted to the next meeting of the Committee for endorsement.

In the case of agenda item 9: Final Business Case: Joint Development Management Service and agenda item 13: Benefits Realisation Review: Human Resources and Organisational Development, the Committee supported the proposal of the Interim Chief Executive that they informally discuss the items and that he take urgent action in consultation with all members of the Joint Commissioning Committee to implement the decisions to avoid any delay in the process. The Interim Chief Executive confirmed that

he would submit a report to the 20 July JCC meeting to provide formal notification of the urgent action as required by the Constitution.

1 **Appointment of Chairman for the Municipal Year 2017-2018**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

2 **Appointment of Vice-Chairman for the Municipal Year 2017-2018**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

3 **Declarations of Interest**

13. Benefits Realisation Review: Human Resources and Organisational Development.

Mandy Targett, Declaration, as her post was included in the review and would leave the meeting for the duration of the item.

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

There had been no petitions or requests to address the meeting.

5 **Chairman's Announcements**

The meeting being inquorate, the appointment of a Chairman for the Municipal Year 2017-2018 had been deferred to the 20 July 2017 meeting and there were therefore no Chairman's announcements.

6 **Minutes**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

7 **Notification of Urgent Action 2017/18 Cost of living pay award for the Joint Management Team and Shared Service Managers**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

8 **Final Business Case: Joint Development Management Service**

The Head of Development Management submitted a report which presented the final business case following consultation for a joint Development



Management Service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Head of Development Management confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the business case, recommending that it be approved.

The meeting supported the staffing elements of the business case and that the Interim Chief Executive should use urgency powers to implement the recommendations and accordingly the staffing elements of the Final Business Case for a Joint Development Management Service and submit a report confirming the action taken to the next meeting of the Committee.

9 **Urgent Business**

There were no items of urgent business.

10 **Exclusion of the Public and Press**

The meeting having been abandoned as inquorate and the discussions continuing informally meant it was not necessary to exclude the public and press.

11 **Final Business Case: Joint Development Management Service - Exempt Appendices**

The exempt appendix to the Final Business Case: Joint Development Management Service had been considered at the same time as the cover report and had been duly noted.

12 **Benefits Realisation Review: Human Resources and Organisational Development**

The Assistant Director – Commercial Development and Innovation submitted an exempt report which presented a series of recommendations to reconfigure the HR and OD Service following the completion of the benefits realisation review.

The meeting supported the recommendations and that the Interim Chief Executive should use urgency powers to implement the recommendations and submit a report confirming the action taken to the next meeting of the Committee.

The meeting ended at 7.55pm

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## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

20 July 2017

<b>Benefits Realisation Review: Human Resources and Organisational Development</b>
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### Report of Assistant Director – Commercial Development and Innovation

This report is public

The appendices are exempt from publication by virtue of paragraphs 1, 2, 3 and 4 of Schedule 12A to the Local Government Act 1972.

#### Purpose of report

This report presents the final recommendations to reconfigure the HR and OD Service following the completion of the benefits realisation review and staff consultation.

The report recommends restructuring the service into a HR and Payroll Service and in doing so seeks the Joint Commissioning Committee's (JCC) agreement for all elements of the proposal.

The proposal is part of the wider transformation programme across the two Councils.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To consider the responses to the consultation process with the affected staff and trade union representatives received as detailed in the consultation log (attached as Appendix 2) and from the Joint Councils Employee Engagement Committee (to be reported verbally), and determine whether any amendment to the business case is required as a result of them.
- 1.2 To approve the final recommendations including the restructure proposal to create a HR and Payroll Service shared across Cherwell District and South Northamptonshire Councils (hereafter Cherwell or CDC and South Northamptonshire or SNC respectively), including determination of any redundancies that could arise as a result of the implementation process and to delegate to the Assistant Director – Commercial Development and Innovation

in consultation with the Chairman of the Joint Commissioning Committee any subsequent non-significant amendment that may be required to the proposal.

- 1.3 To delegate to the Assistant Director – Commercial Development and Innovation responsibility for implementation of the business case, including approving the costs of any redundancies, in consultation with the Chief Finance Officer.

## **2. Background**

- 2.1 This paper sets out a series of recommendations to reconfigure the HR and OD Service following a benefits realisation review and consultation with staff. This is part of the wider programme of benefits realisation reviews.
- 2.2 Since the adoption of the confederation business case and the moves towards new ways of working it has been apparent that HR's policies, processes and service delivery require adaptation and improvement in order for HR to be appropriately equipped and skilled to provide the necessary support and facilitation. In addition, it is also evident that the current HR team structure and the team's interface with other functions is not effective or efficient. As such TJWG requested a benefits realisation review to ensure the HR and OD service is aligned to the strategic priorities of the councils.
- 2.3 A review of HR was commissioned to assess the function and make recommendations for a revised service design and team structure to improve performance, whilst increasing capacity and capability within the team. The scope of the review included Human Resources (HR), Organisational Development (OD) and Learning and Development (L&D). For the purposes of this report the term 'HR' includes OD and L&D.
- 2.4 As agreed at the JCC meeting on 20 June 2017, recruitment for the vacant HR and OD Manager post is being progressed separately to ensure that the successful candidate is appointed as soon as possible.

## **3. Proposal**

- 3.1 The attached proposal sets out a series of recommendations to reconfigure the role of the HR and OD Service through the creation of a new HR and Payroll Service and sets out the staffing savings that could be achieved through this proposal.
- 3.2 The recommendations are set out in section 7 of the report in Appendix 1.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The recommendation is reconfigure the role of the current HR and OD Service to create a new HR and Payroll Service between CDC and SNC.

4.2 The proposal sets out the rationale for creating the new team.

## 5.0 Consultation

Group	Summary
All staff in scope of the business cases.	Staff have engaged positively with the consultation and a number of questions were received. The majority of the questions raised were in relation to the job descriptions, proposed working arrangements and responsibility for Learning and Development in the new structure. No alternative structures were proposed. The consultation log will be considered by the JCC on 20 July 2017.
Unison Representatives from each Council.	Consultation has been positively received.
Joint Commissioning Committee (JCC)	Endorsed proposal for staff consultation.
Transformation Joint Working Group	Endorsed proposal for consideration by JCC.

5.1 Consultation with all employees in scope of the proposal and Unison representatives commenced on Wednesday 21 June and ran for a period of three weeks until 12 July 2017 in line with the Councils' Joint Organisational Change policy.

The consultation period included a joint initial meeting with employees of both teams along with Unison representation and subsequent meetings with the teams and individuals as requested.

All responses received during the consultation period were recorded on a consultation log along with the answers provided.

In total, 9 questions/responses were received to the consultation. These were predominantly related to learning and development and working practices.

As a result of the consultation, the following changes have been made to the proposal:

- Minor amendments to job descriptions to clarify responsibilities around Learning and Development activities;

We would like to thank the staff who volunteered this information during the consultation process and those who helpfully enabled us to update the business cases.

The consultation log of comments made by the affected staff and/or their trade union representatives and the response of management is attached as Appendix 2 for members' consideration.

## 6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected as part of the development of the proposal:

### Status Quo (No Change)

No change is not considered a viable option for the service. As detailed in the attached report, the review has identified there are a number of issues that need to be addressed within the service.

### Outsource Service

HR is certainly a service that could be outsourced and there are a number of examples of other local authorities who have gone down this route. However, HR is considered a key service in the delivery of the organisations transformation programme and it is not considered appropriate to outsource the service.

### Provide in partnership with another Council

A feasible option if additional partners presented/were interested. At the current stage there are no immediate options.

## 7.0 Implications

### Financial and Resource Implications

- 7.1 The recommendations set out in the report would deliver an annual staffing saving of £17,500.

Savings*		
CDC	SNC	TOTAL
(£13,250)	(£4,750)	(£18,000)

\* Figures rounded to the nearest £250, subject to job evaluation process.

- 7.2 Implementation costs of £25,000 have been estimated to cover potential pay protection and redundancy costs and a contingency fund. These funds may not be required as there are enough roles within the new service for all current employees. The contingency has been included to cover any 'technical' redundancies.
- 7.3 Based on the estimated implementation costs outlined above and the savings outlined, the payback period would be approximately 17 months. However, as set out above, it may be the case that the contingency funds are not required.
- 7.4 In the longer term it is anticipated that additional savings will be realised by replacing manual processes with automated and self-service processes.

These will be delivered through the implementation of the new HR/Payroll system. At this stage the efficiency savings associated with the new system cannot be identified in detail and therefore haven't been set out in the proposed structure. It is likely that these efficiencies will be realised as the new system is implemented. Any additional capacity can either be taken out of the service (as a reduction in staffing resource) or repurposed to support commercial activities.

Comments checked by:

Paul Sutton, Chief Finance Officer, 0300 003 0106

[paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:paul.sutton@cherwellandsouthnorthants.gov.uk)

### **HR Implications**

- 7.5 It is the traditional approach of CDC and SNC to consult staff and the trade unions on a detailed staffing structure arising from any business case for change, prior to consideration by members. This has the effect of enabling members to consider the views and any representations of the staff and trade unions before making their final decision on any such proposals, and ultimately ensures that the Councils meet their statutory obligations to undertake a meaningful process of consultation prior to a decision being made.
- 7.6 The recommendations in the report are based on salary grades for new posts. The new job descriptions have been through the job evaluation process at each organisation.
- 7.7 All proposed posts, unless stated otherwise, are permanent posts. The process for restructuring and filling posts will be achieved in line with the Joint Organisational Change Policy.
- 7.8 Although there are enough posts for the existing members of staff, there is potential for redundancy as a result of the proposal as some existing roles have been replaced with new roles and in some instances there have been significant changes to job descriptions.

Comments checked by:

Julia Jones, External HR Advisor, contact via Claire Taylor, 0300 0030113

[claire.taylor@cherwellandsouthnorthants.gov.uk](mailto:claire.taylor@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.9 As an existing shared service, the team is covered by the section 113 agreement (as varied) entered into between the two Councils.
- 7.10 As this is a restructure of an existing shared service between CDC and SNC, the proposal does not need to be considered by either CDC Executive or SNC Cabinet. Decisions regarding staffing matters are non-executive functions and are made by the Joint Commissioning Committee.
- 7.11 A decision making timetable is included in Section 10 of the report.

Comments checked by:  
James Doble, Assistant Director – Transformational Governance, 01295  
221587 [james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)

### **Risk Implications**

- 7.12 Section 11 of the report sets out the risk implications of the recommendations and how they will be mitigated.

Comments checked by:  
Hedd Vaughan-Evans, Business Transformation Project Manager, 01295  
227978, [hedd.vaughanevans@cherwellandsouthnorthants.gov.uk](mailto:hedd.vaughanevans@cherwellandsouthnorthants.gov.uk)

### **Document Information**

#### **Wards Affected**

All

#### **Links to Corporate Plan and Policy Framework**

None

#### **Lead Councillor**

Councillor Barry Wood, Leader, CDC  
Councillor Phil Bignell, Deputy Leader, SNC

<b>Appendix No</b>	<b>Title</b>
1 – EXEMPT	Benefits Realisation Review Report – HR and OD Service
2 - EXEMPT	Consultation Log
<b>Background Papers</b>	
n/a	
<b>Report Author</b>	Claire Taylor, Assistant Director – Commercial Development and Innovation
<b>Contact Information</b>	<a href="mailto:claire.taylor@cherwellandsouthnorthants.gov.uk">claire.taylor@cherwellandsouthnorthants.gov.uk</a> Tel: 0300 0030113



## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

20 July 2017

<p style="text-align: center;"><b>Harmonisation of Terms and Conditions Policies for Adoption</b></p>
---

### Report of Assistant Director – Commercial Development and Innovation

This report is public

#### Purpose of report

To seek Member approval for the adoption of two policies that can be applied to all employees of Cherwell District and South Northamptonshire Councils:  
Compassionate leave policy and Market supplement policy.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To approve the revised compassionate leave policy (Appendix 1).
- 1.2 To approve the introduction of a market supplement policy (Appendix 2).

#### 2.0 Introduction

- 2.1 Since 2011, when the two councils agreed to support joint working business cases, we have gradually been reviewing HR policies to harmonise terms and conditions. Following a substantial programme of work, the majority have now been harmonised, however the policy in relation to compassionate leave remains different for each Council.
- 2.2 There is currently no market supplement policy in place at either Council, although there have been several situations where market supplements have been considered and awarded on an ad hoc basis.

#### 3.0 Report Details

##### Compassionate Leave Policy

- 3.1 CDC currently has a policy that allows for three days compassionate leave whereas the SNC policy allows for two weeks. The new shared policy recommends a compromise of five days for both Councils.

- 3.2 Both current policies allow the flexibility and discretion to extend compassionate leave if individual circumstances warrant it and this remain the case in the new policy. A very small number of employees utilise the compassionate leave policy each year and in most cases five days is adequate, however JMT discretion is critical so cases requiring additional support can be assessed in accordance with the individual circumstances.

### **Market Supplement Policy**

- 3.3 The requirement to pay market supplements occurs when the evaluated pay grade for a role is lower than the external market rate for the role, making it difficult to attract candidate for the vacancy. In such circumstances a market supplement is applied to address the disparity.
- 3.4 The current pay and grading structures lack the necessary range and flexibility and in recent years a small number of market supplements have been awarded.
- 3.5 We are currently reviewing our pay and grading structures to modernise them, however in the meantime it is recommended that a market supplement policy is adopted to ensure equity and consistency in circumstances when a supplement is required.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 At present the Councils have different compassionate leave policies. Approval of a shared policy is a further step towards the harmonisation of terms and conditions of employment, reducing the risk of potential challenges in terms of fair and equitable treatment of employees.
- 4.2 At present there is no market supplement policy in place. Approval of this new policy will ensure the fair and equitable treatment of employees and reduce the challenge of attracting and recruiting good quality candidates.

## **5.0 Consultation**

- 5.1 The proposed policies were considered and supported by JMT on 20 February 2017.
- 5.2 Following this, on 30 March 2017, Joint Commissioning Committee gave approval for consultation to take place. The proposed policies were shared as widely as possible via our Trade Union representatives and the Joint Engagement Committee allowing three weeks for feedback from 19 May to 9 June. The feedback received has been taken into consideration in the policies presented herewith for approval.
- 5.3 This report will also be discussed at the Joint Councils Employee Engagement Committee (JCEEC) meeting on 20 July 2017, where it is hoped a recommendation for approval will be given. A verbal update will be given to JCC.

## **6.0 Alternative Options and Reasons for Rejection**

- 6.1 The only alternative option identified is to not present the recommendations made in this report. This option was rejected on the grounds that it would result in the Councils continuing to apply inconsistent policies and practices, which could potentially be unfair and inequitable.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 It is not anticipated that there will be additional costs or savings as a result of implementing a harmonised compassionate leave policy as costs are managed from within existing budgets.
- 7.2 It is anticipated that the cost of awarding market supplements will be managed from within existing budgets, where this is not possible approval for virement between budgets will be sought in line with the Financial Procedure Rules contained within the Constitution.

Comments checked by:

Sanjay Sharma, Interim Head of Finance and Procurement, 01295 22156  
[sanjay.sharma@cherwellandsouthnorthants.gov.uk](mailto:sanjay.sharma@cherwellandsouthnorthants.gov.uk)

### **Legal and Equality Considerations**

- 7.3 There are no direct legal or equality implications arising from the compassionate leave policy.
- 7.4 It is important that, if introduced, the market supplement policy is applied consistently and fairly across both councils so as to minimise the risk of successful equal pay claims.

Comments checked by:

James Doble, Assistant Director Transformational Governance / Monitoring Officer, 01295 221587, [james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Wards Affected**

All

### **Links to Corporate Plan and Policy Framework**

None

### **Lead Councillor**

Councillor Barry Wood, Leader, CDC

Councillor Phil Bignell, Deputy Leader, SNC

## Document Information

<b>Appendix No</b>	<b>Title</b>
One	Compassionate Leave Policy
Two	Market Supplement Policy
<b>Background Papers</b>	
None	
<b>Report Author</b>	Mandy Targett, HR Business Partner
<b>Contact Information</b>	01295 221552 mandy.targett@cherwellandsouthnorthants.gov.uk



# Compassionate Leave POLICY

<b>POLICY</b>	<b>COMPASSIONATE LEAVE POLICY</b>
Author/Job Title	Mandy Targett/HRBP
Policy Version	1.0
Organisation	Cherwell District Council (CDC) and South Northamptonshire Council (SNC)
Consultation Forum	Joint Employee Council, Unison, Joint Management Team
Date of Consultation	19 <sup>th</sup> May –9 <sup>th</sup> June 2017
Equality Impact	Yes
Approving Body	Joint Employee Engagement Committee and Joint Commissioning Committee
Approval Date	JEEC 20 July 17 JCC 20 July 17
Review Date	20 July 2020
Last Amendment Date	N/A New Policy
Amended By	N/A New Policy
Policy Owner	Strategic HR Manager

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## 1. INTRODUCTION

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- 1.1 The councils recognise that adopting a compassionate leave policy supports employees who are going through bereavement and grief following the death of a close family member. The councils are sympathetic to any employee when they lose a close member of their family and are committed to treating the individual with sensitivity and compassion.
- 1.2 The purpose of this policy is to ensure that compassionate leave is granted in a fair and equitable manner whilst at the same time, recognising that compassionate leave arrangements need to be flexible in individual circumstances. The aim is to set down clear guidance in the use of and application of compassionate leave.
- 1.3 The compassionate leave policy should not be confused with the statutory right to time off for dependants which is covered in the family friendly policy.
- 1.4 In circumstances where an employee is required to care for a critically or terminally ill family member the councils will be as flexible as possible. Examples of this may include granting short notice annual leave or flexitime, allowing the employee to work from home or authorising a period of unpaid leave.

## 2. POLICY STATEMENT

---

- 2.1 Compassionate leave is designed to enable employees to take time off to deal with the circumstances following the death of a close family member. The councils will adopt a compassionate and flexible approach to ensure that the impact on both the employee and the organisation is minimised

## 3. OBJECTIVES

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- 3.1 The objective of this policy is to ensure that the councils balance the demands of work with family life for staff wherever possible.



## 4.LEGISLATION AND REGULATION

---

- 4.1 By virtue of the Employment Rights Act 1996, all workers are entitled to time off for dependants.

## 5.PERFORMANCE STANDARDS AND PERFORMANCE INDICATORS

---

- 5.1 Compliance with and performance of this policy will be monitored by the policy owner, the Strategic HR Manager.

## 6.POLICY DETAIL – OPERATIONS AND IMPLEMENTATION

---

- 6.1 All employees are entitled to request compassionate leave regardless of their length of service.
- 6.2 Up to five days paid compassionate leave will usually be granted in the event of the death of an employee's:-
- Spouse or partner
  - Child (including step-children)
  - Parent (including step-parent)
  - Parent-in law
  - Sibling (including step sibling)
  - Grandparent
  - Grandchild
- 6.2 This list is not exhaustive, and will be reviewed in individual circumstances where Senior Management has discretion, in consultation with the HR Business Partner.

- 6.3 An employee must request compassionate leave as soon as is practically possible given the circumstances of the situation, this may however be after the employee has returned to work.
- 6.4 If a manager wishes to approve a period of compassionate leave (up to five days) they must email the Human Resources inbox confirming the employees name and the dates applicable.
- 6.5 Managers will consider requests sympathetically, reasonably, in confidence and in consultation with his/her HR Business Partner. The employee should be notified of a decision as quickly as possible.
- 6.6 Where five days compassionate leave is insufficient, consideration should be given to other leave options including annual leave, flexitime, parental leave and time off for dependents leave if applicable.
- 6.7 Further compassionate leave may be granted at the discretion of a member of Senior Management.

#### **REFUSING A REQUEST**

- 6.8 A manager will not unreasonably refuse a request for compassionate leave. If the manager feels they are unable to grant a request they must seek guidance from their HR Business Partner.

#### **ONGOING SUPPORT**

- 6.9 Managers are encouraged to discuss on-going additional support whilst the employee is taking compassionate leave and upon their return to work. Such consideration could include short-term flexibility in working arrangements and a referral to Occupational Health for counselling or other well-being advice.
- 6.10 It is important for managers to remember that special or significant days such as the inquest, anniversary of the death or the birthday of the person who has died can also be particularly difficult times for employees.

6.11 Grief does not have predicted stages and phases. Everyone reacts differently to bereavement, and this should be understood and respected by both managers and colleagues.

## 7.EQUALITY AND DIVERSITY

---

### RELIGIOUS REQUIREMENTS

7.1 The councils will try and accommodate religious beliefs and customs concerning funeral arrangements where it is reasonable and practicable to do so. All requests will be carefully considered in consultation with the HR Business Partner.

## 8.CONULTATION

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8.1 This policy has been consulted with and reviewed by Joint Employee Council, Unison, Joint Management Team between 19<sup>th</sup> May and 9<sup>th</sup> June 2017.

## 9.MONITORING AND REVIEW

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9.1 The Strategic HR Manager is responsible for the development, review and implementation of this policy. This policy will be monitored regularly (every 3 years) and will always be reviewed when there are significant changes to employment legislation.

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# Market Supplement POLICY

<b>POLICY</b>	<b>MARKET SUPPLEMENT POLICY</b>
Author/Job Title	Mandy Targett/HRBP
Policy Version	1.0
Organisation	Cherwell District Council (CDC) and South Northamptonshire Council (SNC)
Consultation Forum	Joint Employee Council, Unison, Joint Management Team
Date of Consultation	19 <sup>th</sup> May –9 <sup>th</sup> June 2017
Equality Impact	Yes
Approving Body	Joint Employee Engagement Committee and Joint Commissioning Committee
Approval Date	JEEC 20 <sup>th</sup> July 17 JCC 20 <sup>th</sup> July 17
Review Date	20 <sup>th</sup> July 2020
Last Amendment Date	N/A New Policy
Amended By	N/A New Policy
Policy Owner	Strategic HR Manager

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## 1. INTRODUCTION

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- 1.1 A market supplement policy is required at Cherwell District (CDC) and South Northamptonshire (SNC) Councils as there can be exceptional circumstances and/or sudden changes in market forces deeming it necessary to pay a market supplement in addition to base salary in order to recruit or retain staff.
- 1.2 Market supplements may be agreed when it can be shown that the salary range attached to 'hard to fill' posts is significantly lower than those offered elsewhere and that this is having an adverse impact on the ability to recruit and retain suitably qualified, experience and skilled staff.
- 1.3 This document contains the agreed approach to be taken for the application and monitoring of market supplements within CDC and SNC.

## 2. POLICY STATEMENT

---

- 2.1 In order to ensure that the Councils maintain their commitment to equal pay, the application of a market supplement must be supported by evidence that the Councils have been unable to attract and retain staff. The inability to recruit or retain staff must be the 'material reason' why a post that is graded the same as other similar posts receives a supplement.

## 3. OBJECTIVES

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- 3.1 The objective of this policy is to ensure that the councils remain competitive when recruiting into key roles.

## 4. LEGISLATION AND REGULATION

---

- 4.1 Market supplements are lawful under the Equality Act 2010 where there is evidence to justify that market factors are the "material reason" for the post



attracting a higher rate of pay than other posts similarly graded.

## 5. PERFORMANCE STANDARDS AND PERFORMANCE INDICATORS

---

- 5.1 Compliance with and performance of this policy will be monitored by the policy owner, the Strategic HR Manager.

## 6. POLICY DETAIL – OPERATIONS AND IMPLEMENTATION

---

- 6.1 This document applies to all employees of CDC and SNC on permanent, temporary and fixed term contracts.
- 6.2 Any market supplement shall be objectively justifiable and will be applied according to the following principles:
- Market supplements will normally only be considered for posts identified as 'hard to fill'.
  - It cannot be assumed that simply because other employers offer higher salary levels than CDC and SNC we will necessarily follow suit.
  - It is important that employee expectations of market supplements are managed and before a market supplement is awarded, an employee must agree to and sign a **temporary** amendment to their contract of employment for no longer than two years.
  - If a market supplement is introduced to a particular post category, the market supplement should be applied to all posts that hold the same job title, with the same job description/person specification and grade to ensure equity and minimise risk of equal pay challenge.
  - The payment of a market supplement will be expressly identified in the

employee's contract of employment or confirmed by a letter of variation. The start date, review date and potential end date of the supplement will be clearly stated together with the annual amount payable and the monthly equivalent.

- Designated employees will be eligible for the market supplement (pro rata for part time workers) payable in monthly instalments.
- Market supplements form part of an employee's pay and will be pensionable. Any overtime payments will include the market worth element. Payments for sickness and holiday will include the market worth element.
- The payment will be expressly identified as a separate pay element and will be subject to the usual deductions for income tax, national insurance and pension.
- Market supplements receive a cost of living rise.
- Market supplements will be highlighted as part of an employee's salary when mortgage application references are being completed and total income calculations are being carried out.

6.3 The case for payment of a market supplement must be robust enough to resist the challenge of an equal pay claim. The following evidence must be provided before consideration will be given to applying a supplement:

- You will need to show why you cannot fill the post at the salary level determined by the Councils pay structure. You will need to give details of your recruitment methods, or clear pre-existing evidence that a campaign will not succeed, and give credible reasons why you are not able to employ a suitably qualified or experienced candidate or one who, with extra training, could do the job.
- Evidence of a poor response to adverts both in terms of quantity and quality of candidates (either from a new campaign, or pre-existing

evidence). NB: Human Resources may be asked to investigate the reason for the poor response as this may not be about salary levels – it could be due to other factors.

- The recruitment methods you use, including advertising, should be appropriate to the job and represent a genuine attempt to employ a suitably qualified or experienced person.
- You should have advertised the job in the most appropriate on-line media for reaching suitably qualified or experienced candidates. Advertising in Jobcentre Plus may be acceptable for certain occupations.
- Your job advertisement must include the skills, qualifications or experience needed. You should also include:
  - the main duties and responsibilities of the job;
  - the location of the job;
  - an indication of the salary or salary range and other components of the total reward package offered;
  - the closing date for applications

6.4 A market supplement will not be applied without the recruiting manager either attempting to fill the post through appropriate recruitment methods or clear pre-existing evidence that a campaign will not succeed being provided. If you have not met these conditions we may refuse an application for a market supplement and you may have to carry out another recruitment exercise before we reconsider the application.

## **MARKET DATA**

- 6.5 Evidence collected by the recruiting manager, with appropriate support from Human Resources, that demonstrates more substantial remuneration packages are available for the specified post (or group of identical posts) within the appropriate local, regional and national marketplace.
- 6.6 At least three examples of comparable jobs, salaries, total package and summary of main duties will be required. Wherever possible, the job description and person specification of those comparable roles should be

provided. The recruiting manager will research this with support from Human Resources.

- 6.7 Salary benchmarking data should be provided from relevant salary surveys, recruitment media or professional organisations. Benchmarking salary information can also be obtained from Human Resources using a reputable independent pay/reward consultant which specialises in market rates analysis, to confirm (or otherwise) that pay is not sufficiently competitive to attract candidates of the calibre required and recommend an appropriate level of market supplement for the type of post taking into account national and regional pay considerations. Please be advised that there is likely to be a cost associated to obtaining this data.

### **QUANTIFICATION**

- 6.8 A market supplement is expressed as a fixed cash sum allowance, payable monthly, and will be subject to annual cost of living pay awards. For part time staff, this will be calculated pro-rata to the hours worked.
- 6.9 Under no circumstances will the market supplement alter the grading of the post determined through the job evaluation process. The supplement only affects the total pay that the post attracts for the period it is applied. The allowance will be paid for an initial maximum period of two years and be reviewed annually.

### **PROCEDURE AND APPROVAL**

- 6.10 The need for a market supplement can be proposed by the recruiting manager.
- 6.11 Step one  
The recruiting manager will complete a market supplement request form.
- 6.12 Step two  
The relevant Director in consultation with the Chief Finance Officer will consider the proposal and then decide the outcome of the proposal. Human Resources should be consulted to ensure consistency of approach.

### 6.13 Step three

Once agreed, the individual(s) concerned will be required to sign a contract variation letter.

### **LEVEL OF AWARD OF MARKET SUPPLEMENT**

6.14 In determining the level of market supplement to be awarded, emphasis will be placed on the salaries of comparative jobs within comparable organisations and within the local geographical area.

### **REVIEW**

6.15 If during the two-year period that the supplement is applied, the duties of the post are reviewed and the post is re-graded through the agreed job evaluation process, the application and level of any market factor supplement will be reviewed.

6.16 A review will also be carried out when an individual leaves a post that has attracted a market supplement, in order to assess the need to advertise the vacancy with a market supplement in the current labour market. Where such a review leads to a decision to withdraw the market supplement, this will apply with immediate effect to vacant post(s). Existing employees still in receipt of a market supplement will continue to be paid until the end of the agreed period and thereafter, it will be withdrawn.

6.17 Any employee in receipt of a market supplement will be informed six months before the end of the two year period that the payment is subject to review and that the payment may cease at that date subject to the outcome of the review. The review will be carried out and the employee informed of the outcome, three months before the end of the two-year period.

6.18 If a review results in a decision that the market supplement is no longer justified, it will be withdrawn. In these circumstances, individuals affected will be given three months' written notice that the market supplement is being withdrawn.

## 7.EQUALITY AND DIVERSITY

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- 7.1 The number of employees receiving a supplement will be monitored according to gender, disability, age, ethnic origin, religion and sexual orientation to ensure that the manner in which the policy is applied does not lead to any discrimination.

## 8.CONULTATION

---

- 8.1 This policy has been consulted with and reviewed by Joint Employee Council, Unison, Joint Management Team between 19<sup>th</sup> May and 9<sup>th</sup> June 2017.

## 9.MONITORING AND REVIEW

---

- 9.1 The impact of the application of market supplements will be monitored by the Strategic HR Manager to evaluate their impact on the Councils' ability to recruit and retain employees.
- 9.2 The outcome of all requests to apply a market supplement will be monitored to ensure that the policy is applied consistently.
-



**Appendix A: MARKET SUPPLEMENT REQUEST FORM**

<b>MARKET SUPPLEMENT REQUEST FORM</b>	
Employee (if applicable)	
Post title	
Pay grade	
Service area	
Please state relevant employing Council	<input type="checkbox"/> CDC <input type="checkbox"/> SNC
<b>JUSTIFICATION FOR MARKET SUPPLEMENT</b>	
To aid recruitment to a vacant post?	<input type="checkbox"/> Yes <input type="checkbox"/> No
To retain existing employee? (where there is a business risk)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>SUPPORTING EVIDENCE / RATIONALE</b>	
Please provide evidence that objectively justifies the need to pay the market supplement. You should address the following considerations: -	
Is the post and/or service a statutory requirement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please explain:	
How many post(s) are affected by the application of the market supplement?	
What are the risks if the market supplement is not granted i.e. evidence of operational problems caused by recruitment and retention issues, how long the post has been vacant and the impact on the service, etc.	
Are there difficulties in attracting or retaining high quality staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No

<b>RECOMMENDATION</b>	
Recommended market supplement for year 1	£
Recommended market supplement for year 2	£
Source of funding / cost centre	
Date of proposed implementation	
Rationale for recommendation:	

<b>APPROVALS</b>		
<b>I am signing to confirm the information in the form is correct and that there is budget provision agreed for this post.</b>		
Name (recruiting manager)	Signature	Comments
	Date:	
Name (Director)	Signature	Comments
	Date:	
Name (Chief Finance Officer)	Signature	Comments
	Date:	



## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

20 July 2017

<p style="text-align: center;"><b>Notification of Urgent Action</b> <b>2017/18 Cost of living pay award for the</b> <b>Joint Management Team and Shared Service Managers</b></p>
--

### Report of Director Operational Delivery

This report is public

#### Purpose of report

To inform Members of the decision taken by the then Interim Chief Executive / Head of Paid Service under urgent powers in consultation with the Chairman (Councillor Barry Wood) and Vice-Chairman (Councillor Ian McCord) of the Joint Commissioning Committee to approve the 2017/18 pay award for the Joint Management Team (JMT) and Shared Managers so it coincides with the general award and implementation date.

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive / Head of Paid Service to approve the 2017/18 pay award for the Joint Management Team and Shared Managers.

#### 2.0 Introduction

- 2.1 The Interim Chief Executive / Head of Paid Service, in consultation with the Chairman and Vice-Chairman of the Joint Commissioning Committee, used his urgency powers to agree a pay award for the Joint Management Team and shared managers.

#### 3.0 Report Details

- 3.1 Upon the creation of the JMT in 2011, a common pay grade was established across CDC and SNC which was applicable to posts that have senior management responsibility for shared services across both Councils.

- 3.2 JMT and shared service managers received a 1% pay increase in 2013, a further 1% in 2014 and 2015 and a 1.25% increase in 2016.
- 3.3 CDC and SNC employees on grades below the joint manager and shared service manager level were given a locally negotiated pay award and received an increase of 1.65% effective from 1 April 2017.
- 3.4 For JMT and shared service managers, it remains open to both Councils to decide locally what pay award to offer as they sit outside of both the mainstream pay negotiating framework for SNC and CDC employees.
- 3.5 The Joint Commissioning Committee is responsible for agreeing a pay award for JMT and Shared Service Managers however, as the dates of the meetings had been scheduled around the May elections and the May meeting date changed due to the Parliamentary Elections being called, the JCC would not be able to consider an award until this meeting.
- 3.6 Following consultation with the Chairman and Vice-Chairman of the JCC, the Interim Chief Executive / Head of Paid Service used the provisions within the CDC and SNC Constitutions to take an urgent decision to agree a pay award of 1.65% for JMT and shared managers so that it coincides with the general award.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 As required in the constitutions of the councils, this report is informing the decision making body responsible for determining this matter of a decision taken by the Interim Chief Executive / Head of Paid Service in relation to agreeing a pay award for JMT and shared managers.

## **5.0 Consultation**

The Chairman and Vice-Chairman of the Joint Commissioning Committee, who supported the urgent action being taken

## **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:** Not to note the report. This is not recommended as the urgent action has been taken and it is reported to the Committee for information.

## **7.0 Implications**

### **Financial and Resource Implications**

7.1 There are no financial implications arising directly from this report as it is reporting urgent action already taken.

Comments checked by:  
Paul Sutton, Chief Finance Officer, 0300 0030106,  
paul.sutton@cherwellandsouthnorthants.gov.uk

### **Legal Implications**

7.2 There are no legal implications arising directly from this report as it is reporting urgent action already taken.

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**

None

### **Document Information**

<b>Appendix No</b>	<b>Title</b>
None	
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ian Davies, Interim Chief Executive / Head of Paid Service
<b>Contact Information</b>	ian.davies@cherwellandsouthhants.gov.uk 0300 003 0101

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## Cherwell District Council and South Northamptonshire Council

### Joint Commissioning Committee

20 July 2017

<p><b>Notification of Urgent Action: Final Business Case – Joint Development Management Service; and, Benefits Realisation Review: Human Resources and Organisational Development</b></p>
---

### Report of Director of Operational Delivery

This report is public

#### Purpose of report

To report the urgent action taken by the Interim Chief Executive to commence the implementing of the business case for the Shared Development Management Service and the consultation process for the Benefits Realisation Review: Human Resources and Organisational Development

#### 1.0 Recommendations

The meeting is recommended:

- 1.1 To note the urgent action taken by the Interim Chief Executive.

#### 2.0 Introduction

- 2.1 The meeting of the Joint Commissioning Committee (JCC) on 20 June 2017 was inquorate which had not been anticipated. As a consequence, those Members attending agreed to consider the reports informally and that the urgency provisions available to the Interim Chief Executive were to be used, subject to consultation with all JCC members, to enable relevant decisions to be taken.

#### 3.0 Report Details

- 3.1 The JCC meeting on 20 June was to consider a number of recommendations relating to the Shared Development Management Service and the Benefits Realisation Review: Human Resources and Organisational Development. However, the meeting was inquorate.
- 3.2 Due to the need to ensure there is no delay in implementing the business case for the Shared Development Management Service and commencing consultation in the case of the Benefits Realisation Review: Human Resources and Organisational

Development, those Members present agreed to consider the items informally and that the Interim Chief Executive was to use urgency provisions to take the relevant urgent decisions on these matters. The notes of this informal meeting are attached at appendix 1.

- 3.3 Ordinarily, such urgent action would be considered in consultation with the Chairman of the Committee but as there was not a Chairman appointed for the first meeting of the new municipal year, consultation took place with all members of JCC. Those members present at the JCC meeting considered and supported both agenda items and the urgent decisions associated with them. Further consultation took place with the absent JCC members from which there were no objections.
- 3.4 In the case of the Final Business case: Joint Development Management Service, the urgent decisions taken were:
- (1) That the staffing aspects of the final business case to create a Joint Development Management Service between CDC and SNC, following similar consideration and approval of the non-staffing aspects of the business case by CDC Executive and SNC Cabinet, be approved.
  - (2) That responsibility for the implementation of the Business Case for a Joint Development Management Service, including determination of the voluntary redundancy requests, be delegated to the Head of Development Management, in consultation with the Chief Finance Officer.
- 3.5 In the case of the Benefits Realisation Review: Human Resources and Organisational Development, the urgent decisions taken were:
- (1) That the recommendations in the attached Benefits Realisation Review report be endorsed and the report be endorsed as a basis for consultation with staff and trade unions, subject to the completion of the job evaluation process.
  - (2) That the recruitment process to the current vacancy for the managerial post to commence to fill that post as soon as practicable.

## **4.0 Conclusion and Reasons for Recommendations**

- 4.1 The urgency action was taken due to an inquorate Committee meeting to ensure there is no delay in implementing the business case for the Shared Development Management Service and commencing consultation in the case of the Benefits Realisation Review: Human Resources and Organisational Development

## **5.0 Consultation**

All JCC members and substitutes

Positive

## **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: Not to take any urgent action and delay matters until the next scheduled JCC meeting. This was not pursued due to the need to implement matters in a timely manner and thereby avoiding any uncertainty for staff.

## **7.0 Implications**

### **Financial and Resource Implications**

- 7.1 There are no financial implications arising from the urgent action taken

Comments checked by:

Paul Sutton - Chief Finance Officer, 0300 003 0106  
[paul.sutton@cherwellandsouthnorthants.gov.uk](mailto:paul.sutton@cherwellandsouthnorthants.gov.uk)

### **Legal Implications**

- 7.2 There are no legal implications arising from the urgent action which was consistent with the urgency provisions vested in the Chief Executive.

Comments checked by:

James Doble, Assistant Director – Transformational Governance, 01295 221587  
[james.doble@cherwellandsouthnorthants.gov.uk](mailto:james.doble@cherwellandsouthnorthants.gov.uk)

## **8.0 Decision Information**

### **Wards Affected**

None

### **Links to Corporate Plan and Policy Framework**

SNC: Reduce the cost of services

CDC: Reduce the cost of our services through efficiencies

### **Lead Councillors**

Councillor Barry Wood, Leader CDC

Councillor Ian McCord, Leader SNC

## Document Information

<b>Appendix No</b>	<b>Title</b>
One	Notes of Informal Inquorate Joint Commissioning Committee meeting, 20 June 2017
<b>Background Papers</b>	
None	
<b>Report Author</b>	Ian Davies, Director of Operational Delivery
<b>Contact Information</b>	03000030101, <a href="mailto:ian.davies@cherwellandsouthnorthants.gov.uk">ian.davies@cherwellandsouthnorthants.gov.uk</a>



## **Cherwell District Council and South Northamptonshire Council**

Informal notes of an inquorate meeting of the Joint Commissioning Committee held at Bodicote House, Bodicote, Banbury, Oxon OX15 4AA, on 20 June 2017 at 6.30 pm

### Attendees

Councillor Anthony S. Bagot-Webb  
Councillor Rebecca Breese  
Councillor Roger Clarke  
Councillor Chris Lofts  
Councillor Ian McCord  
Councillor D M Pickford

Councillor Stephen Clarke (In place of Councillor Phil Bignell)  
Councillor Ian Corkin (In place of Councillor Mike Kerford-Byrnes)

### Apologies for absence:

Councillor Phil Bignell  
Councillor Mike Kerford-Byrnes  
Councillor Barry Richards  
Councillor Dan Sames  
Councillor Nicholas Turner  
Councillor Barry Wood

### Officers:

Ian Davies, Director of Operational Delivery / Head of Paid Service  
Scott Barnes, Director of Strategy and Commissioning  
Paul Sutton, Chief Finance Officer / Section 151 Officer  
Andy Preston, Head of Development Management  
Claire Taylor, Assistant Director - Commercial and Innovation  
Mandy Targett, HR Business Partner for Resources  
Natasha Clark, Interim Democratic and Elections Manager

### MEETING ABANDONED AS INQUORATE

Committee members agreed to discuss the agenda items informally and the notes would be submitted to the next meeting of the Committee for endorsement.

In the case of agenda item 9: Final Business Case: Joint Development Management Service and agenda item 13: Benefits Realisation Review: Human Resources and Organisational Development, the Committee supported the proposal of the Interim Chief Executive that they informally discuss the items and that he take urgent action in consultation with all members of the Joint Commissioning Committee to implement the decisions to avoid any delay in the process. The Interim Chief Executive confirmed that

he would submit a report to the 20 July JCC meeting to provide formal notification of the urgent action as required by the Constitution.

1 **Appointment of Chairman for the Municipal Year 2017-2018**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

2 **Appointment of Vice-Chairman for the Municipal Year 2017-2018**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

3 **Declarations of Interest**

13. Benefits Realisation Review: Human Resources and Organisational Development.

Mandy Targett, Declaration, as her post was included in the review and would leave the meeting for the duration of the item.

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

There had been no petitions or requests to address the meeting.

5 **Chairman's Announcements**

The meeting being inquorate, the appointment of a Chairman for the Municipal Year 2017-2018 had been deferred to the 20 July 2017 meeting and there were therefore no Chairman's announcements.

6 **Minutes**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

7 **Notification of Urgent Action 2017/18 Cost of living pay award for the Joint Management Team and Shared Service Managers**

Item deferred to the 20 July 2017 meeting of the Joint Commissioning Committee

8 **Final Business Case: Joint Development Management Service**

The Head of Development Management submitted a report which presented the final business case following consultation for a joint Development

Management Service across Cherwell District and South Northamptonshire Councils and sought agreement of the staffing elements of the business case.

The proposal was part of the wider transformation programme across the two Councils.

The Head of Development Management confirmed that the Joint Councils Employee and Engagement Committee had considered and endorsed the business case, recommending that it be approved.

The meeting supported the staffing elements of the business case and that the Interim Chief Executive should use urgency powers to implement the recommendations and accordingly the staffing elements of the Final Business Case for a Joint Development Management Service and submit a report confirming the action taken to the next meeting of the Committee.

9 **Urgent Business**

There were no items of urgent business.

10 **Exclusion of the Public and Press**

The meeting having been abandoned as inquorate and the discussions continuing informally meant it was not necessary to exclude the public and press.

11 **Final Business Case: Joint Development Management Service - Exempt Appendices**

The exempt appendix to the Final Business Case: Joint Development Management Service had been considered at the same time as the cover report and had been duly noted.

12 **Benefits Realisation Review: Human Resources and Organisational Development**

The Assistant Director – Commercial Development and Innovation submitted an exempt report which presented a series of recommendations to reconfigure the HR and OD Service following the completion of the benefits realisation review.

The meeting supported the recommendations and that the Interim Chief Executive should use urgency powers to implement the recommendations and submit a report confirming the action taken to the next meeting of the Committee.

The meeting ended at 7.55pm

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