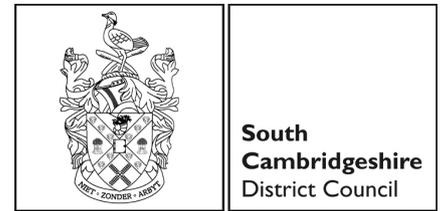


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9 January 2019

To: Chairman – Councillor Henry Batchelor
Vice-Chairman – Councillor Dawn Percival
Members of the Employment and Staffing Committee – Councillors
Sarah Cheung Johnson, Dr. Claire Daunton, Philippa Hart, Mark Howell and
Peter Topping

Quorum: 3

Dear Councillor

You are invited to attend the next meeting of **EMPLOYMENT AND STAFFING COMMITTEE**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 17 JANUARY 2019 at 10.00 a.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance of* the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
Beverly Agass
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA

	PAGES
1. APOLOGIES FOR ABSENCE To receive Apologies for Absence from Committee members.	
2. DECLARATIONS OF INTEREST	
3. MINUTES OF PREVIOUS MEETING To confirm the minutes of the meeting held on 7 December 2018 as a correct record.	1 - 4
RECOMMENDATION TO COUNCIL	
4. PAY POLICY STATEMENT	5 - 20
RECOMMENDATIONS TO CABINET	
5. DISABILITY CONFIDENT SCHEME	21 - 50
6. ORGANISATIONAL CHANGE POLICY AND PROCEDURE	51 - 86
REPORTS FOR INFORMATION	

7. **RECRUITMENT AND RETENTION REPORT SHARED PLANNING SERVICE**

87 - 92

STANDING ITEMS

8. **DATE OF NEXT MEETING**
Members are asked to bring their diaries.

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

Notes to help those people visiting the South Cambridgeshire District Council offices

While we try to make sure that you stay safe when visiting South Cambridgeshire Hall, you also have a responsibility for your own safety, and that of others.

Security

When attending meetings in non-public areas of the Council offices you must report to Reception, sign in, and at all times wear the Visitor badge issued. Before leaving the building, please sign out and return the Visitor badge to Reception.

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Emergency and Evacuation

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- **Do not** use the lifts to leave the building. If you are unable to use stairs by yourself, the emergency staircase landings have fire refuge areas, which give protection for a minimum of 1.5 hours. Press the alarm button and wait for help from Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

First Aid

If you feel unwell or need first aid, please alert a member of staff.

Access for People with Disabilities

We are committed to improving, for all members of the community, access to our agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can get both neck loops and earphones from Reception.

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Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

We are open and transparent about how we make decisions. We allow recording, filming and photography at Council, Cabinet and other meetings, which members of the public can attend, so long as proceedings at the meeting are not disrupted. We also allow the use of social media during meetings to bring Council issues to the attention of a wider audience. To minimise disturbance to others attending the meeting, please switch your phone or other mobile device to silent / vibrate mode.

Banners, Placards and similar items

You are not allowed to bring into, or display at, any public meeting any banner, placard, poster or other similar item. Failure to do so, will result in the Chairman suspending the meeting until such items are removed.

Disturbance by Public

If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

Smoking

Since 1 July 2008, South Cambridgeshire District Council has operated a Smoke Free Policy. No one is allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. You are not allowed to bring food or drink into the meeting room.

Agenda Item 3

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Employment and Staffing Committee held on
Friday, 7 December 2018 at 10.00 a.m.

PRESENT: Councillor Henry Batchelor – Chairman
Councillor Dawn Percival – Vice-Chairman

Councillors: Sarah Cheung Johnson Dr. Claire Daunton
Mark Howell

Officers: Patrick Adams Senior Democratic Services Officer
Susan Gardner Craig Head of People and Organisational Development

1. APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillors Philippa Hart, Dawn Percival and Peter Topping. Councillor Claire Daunton was appointed as Vice-Chairman for this meeting only.

2. DECLARATIONS OF INTEREST

None.

3. MINUTES OF PREVIOUS MEETING

The Committee agreed the minutes of the meeting held on 7 November 2018 as a correct record.

4. RETENTION AND TURNOVER REPORT: JULY TO SEPTEMBER 2018

The Head of People and Organisational Development presented this report on the turnover of staff between 1 July 2018 and 30 September 2018. It was noted that whilst the figure of 3.9% for voluntary was slightly over the target figure of 3.25%.

Exit interviews

The increase in the percentage of exit interviews from 33.3% of leavers to 63.64% of leavers was welcomed.

Apprentices

Two apprentices had been recruited in the second quarter, bringing the total of apprentices in post to 5. It was noted that the Council started apprentices on Grade 1 pay scale, which paid more than the minimum wage for apprentices.

Recruitment and retention

It was noted that the Council were preparing to adopt a “golden hello” policy to assist in the recruitment of new staff. A re-location policy already existed to assist new staff to move to the area up to a total cost of £7,000, which had to be paid back if the employee left the organisation early. The Council had agreed to pay the Government’s proposed £60 charge for all EU nationals wishing to remain in the UK after Britain leaves the EU.

The recruitment process had been made less onerous for the applicant and CVs were now accepted.

It was suggested that the Council could make better use of free applications such as Linked-in and Indeed.

It was suggested that the figures in the table showing reasons for leaving, should be expressed in percentage terms by service area.

It was noted that a discussion on career progression was included in the annual appraisal process. Training and coaching needs were also discussed.

Safeguarding

It was noted that Safeguarding training for councillors would be arranged for March 2019.

Task and Finish Group

It was agreed that a proposal for a Recruitment and Retention Task and Finish Group should be discussed at the next meeting of the Committee.

Organogram

It was agreed that to provide the Committee with an organogram of Executive Management Team and team leaders.

The Committee **NOTED** the report.

5. SICKNESS ABSENCE: JULY TO SEPTEMBER 2018

The Head of People and Organisational Development presented this report on sickness absence for the period 1 July to 30 September 2018.

Other

It was noted that the plan was to remove the category "other" for reasons for sickness. Concern was raised about the need for confidentiality.

Stress

It was suggested that more effort should be made to manage the expectation of service users, especially those who received a service from a section that was understaffed.

Waterbeach Depot

It was noted that the recent promotion of health and safety for depot staff had resulted in a reduction in the number of accidents. It was noted that depot staff appeared less likely to seek assistance on health issues than those staff based in Cambourne.

The Committee **NOTED** the report.

6. VERBAL FEEDBACK ON DISABILITY AND EMPLOYMENT

The Head of People and Organisational Development explained to the Committee that research had been carried out. Approximately 3% of staff were registered as disabled. A full report will be taken to the next meeting of the Committee. It was suggested that the views of disabled people should be included in the report.

7. DRAFT STAFF SURVEY QUESTIONNAIRE

The Committee examined the draft employee survey.

It was noted that responses to surveys was typically low from the depot. The Head of

People and Organisational Development explained that allowing staff to skip a question led to skewed responses.

The Committee **NOTED** the survey.

8. DATE OF NEXT MEETING

It was noted that the next meeting would be held on Thursday 17 January at 10am in the Monkfield Room.

The Meeting ended at 12.00 p.m.

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Agenda Item 4



Report To: Employment Committee

17 January 2019

Lead Officer: Head of People and Organisational Development

PAY POLICY STATEMENT

Purpose

1. This report appraises Members of the Employment Committee of the requirements of the Localism Act in relation to a pay policy statement.

Recommendations

- a) That the Employment Committee recommend the approval of the Pay Policy Statement for 2019 to Full Council

Reasons for Recommendations

2. In January 2018, the Council approved the Pay Policy Statement for the authority. This policy has been reviewed and updated with 2018/2019 pay and organisational structures and job titles.
3. This report sets out the requirements of the Localism Act 2011 sections 38 to 40, in relation to the development of a Pay Policy Statement for South Cambridgeshire District Council. It appraises Members of the definitions and principles, such as transparency and affordability.

Background

4. The 2011 Hutton Review of Fair Pay recommended a requirement to openly compare the policies on remuneration for chief officers, and details of how decisions are made about the salaries of the highest paid officers and how that relates to the lowest paid.
5. The Localism Act 2011 requires English local authorities to produce a statutory Pay Policy Statement for each financial year. The Pay Policy Statement must be approved by a resolution of Full Council and must include pay and other remuneration for chief officers and other employees, including the lowest paid.
6. The DCLG statutory guidance on the Localism Act refers to "Openness and accountability in local pay" and covers such matters as pay fairness in the public sector by increasing transparency over pay and tackling disparities between the lowest and the highest paid in public sector organisations.

7. Remuneration is defined widely, to include pay, charges, fees (such as returning officer fees), allowances, and benefits in kind, pension, termination payments, performance bonus and severance payments. The statement should also refer to the authority's approach to the re-employment of officers and, in particular senior officers who have returned to a local authority into a similar senior officer role.
8. The Council's strategy must be one of balancing between securing and retaining high-quality employees whilst maintaining pay equality and avoiding excessive pay rates. In developing the policy the authority must be satisfied that its policy is workable, affordable and reasonable and, that it will instil public confidence.
9. In November 2015 the Government indicated its intention to go ahead with proposals to introduce a cap on exit payments for employees in the public sector. This was included within the Enterprise Bill 2015. Regulations have been drafted and subjected to consultation during 2016. There has been further consultation on this during 2017 however there is still no indication of the timeline for final approval.
10. Relevant council employment and pension policies will be revised once the full details and implications are known in relation to the regulations concerning termination arrangements and exit payments.
11. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require larger private and public sector employers (250+ employees) to report annually the difference between the mean and median average hourly rate of pay for male and female employees, gender bonus gap and the number of men and women across salary quartiles. Both sets of regulations came into force on 31 March 2017, with the first reports falling due by 30 March 2018 in the public sector and by 4 April 2018 in the private sector. The report reflects this requirement.

Considerations

12. The Council has made provision in the medium term financial strategy (MTFS) for a 1% pay increase for 2018/2019 financial year. This is in addition to 1% to cover incremental rises. South Cambridgeshire District Council agrees annual pay awards through local negotiation with the recognised trade unions (GMB and Unison).
13. The Council, through negotiation with the trade unions, agreed the pay award for 2018/2019 at 1%. This is part of a two year deal with a 2% increase for 2019/2020.

Implications

Financial

14. Salaries referred to in the Pay Policy Statement are within current budgets.

Legal

15. The Localism Act 2011 requires the Council to have a Pay Policy Statement.

Staffing

16. Pay and benefits for Council employees remains a key element in terms of attracting and retaining talent and therefore delivering first class services. The Council's pay and reward strategy has been developed to ensure that employee pay is based on a fair and transparent evaluation process.

Equality and Diversity

17. The Council's pay grade structure and job evaluation method meets the requirements of the Equalities Act.

Consultations (including from the Youth Council)

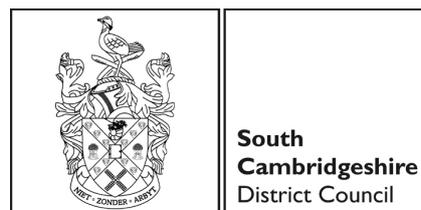
18. Trade Unions were fully involved in the Job Evaluation project and, as such, were consulted throughout the process of achieving the Single Status Agreement and pay and grading structures. Employees were consulted and balloted on the Single Status Agreement, which details the Council's approach to pay and benefits.
19. The Council has negotiated with Trade Unions in relation to the annual pay award. Unions consulted with their members on the terms of the pay deal.

Background Papers

19. The following background papers were used in the preparation of this report:
- Local Government Association and ALACE guidance dated November 2011
DCLG Code of recommended practice for Local Authorities on transparency
September 2011
 - Department for Business & Skills - Guidance on Enterprise Bill
 - The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations
2017
 - www.gov.uk/government/consultations

Report Author: Susan Gardner-Craig – Head of People and Organisational
Development
Telephone: (01954) 713285

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PAY POLICY STATEMENT 2019

The Localism Act 2011 ('the Act') (sections 38 to 40) requires English local authorities to produce a Pay Policy Statement for each year. The Act states that the policy must include the Council's approach to pay and other remuneration for Chief Executive, chief officers and other employees, including the lowest paid.

The Act defines remuneration widely, to include pay, charges, fees, allowances, benefits in kind, pension and termination payments.

The Pay policy Statement:

- must be approved formally by Full Council by the end of March each year
- can be amended during the year

1.0 Scope

1.1 The Pay Policy Statement applies to the following posts at South Cambridgeshire District Council:

- Chief Executive (Head of the Paid Service)
- Executive Director (Section 151 Officer)
- Joint Director Planning and Economic Development
- Directors
- Heads of Service

2.0 Salary

2.1 The current salary scales for Chief Executive, Executive Directors, Directors, and Heads of Service are presented in the table below.

	Pay point					
Chief Executive	111,461	114,645	117,829	121,013	124,199	127,382
Executive Directors	90,230	93,415	96,598	99,782	102,967	106,152
Director (Grade11)	72,152	74,950	77,749	80,550	83,347	86,149
Assistant Director and Head of Service (Grade 10)	61,267	63,445	65,621	67,798	69,976	72,152
Head of Service (Grade 9)	53,491	55,047	56,602	58,157	59,712	61,267

3.0 Pay Awards

3.1 The Council has local arrangements for the negotiation of annual pay awards with trade unions recognised by the council, namely GMB and Unison. Reference is made to the nationally negotiated pay award for Chief Executives, Chief Officers and other local government employees. The national negotiating bodies are:

- Joint Negotiating Committee for Chief Executives
- Joint Negotiating Committee for Chief Officers
- National Joint Committee for Pay and Conditions of Service for Local Government

The Council will also have regard to the Living Wage Foundation rate when it agrees annual pay awards for its staff each year. The Council, however, does not intend to seek formal accreditation from the Living Wage Foundation.

4.0 Terms and Conditions of Employment

4.1 The terms and conditions of employment for the Chief Executive are determined in accordance with collective agreements, negotiated by the Joint Negotiating Committee for Chief Executives.

4.2 The terms and conditions of employment for the Executive Directors are determined in accordance with collective agreements, negotiated by the Joint Negotiating Committee for Chief Officers.

4.3 The terms and conditions of employment for the Directors and Heads of Service are determined in accordance with collective agreements, negotiated by the National Joint Committee for Pay and Conditions of Service for Local Government.

4.4 These are supplemented by local collective agreements reached with trade unions recognised by the Council and by the rules of the Council.

5.0 Remuneration on Recruitment

5.1 The Council will approve the appointment of the Head of the Paid Service, Executive Directors, Chief Finance Officer (S151) and Monitoring Officer and, following the recommendation of such appointments by the Employment Committee or Sub-committee of the Council, which must include at least one member of the Executive. The full Council may only make or approve the appointment of these posts where no well-founded objection has been made by any member of the Executive. The salary on recruitment will be within the current salary range of these posts at that time.

5.2 The Employment Committee or Sub-Committee of the Council, which must include at least one member of the Executive, will appoint Directors. An offer of employment as a Director can only be made where no well-founded objection from any member of the Executive has been received. The salary on recruitment will be within the current salary range of these posts at that time.

- 5.3 Appointment of Assistant Directors and Heads of Service is the responsibility of the Chief Executive or his/her nominee and may not be made by Councillors. The salary on recruitment will be within the current salary range of these posts at that time.

Rules governing the recruitment of the Chief Executive, Executive Directors, Directors, Assistant Directors and Heads of Service are set out in the Council's constitution in section: Part 4 Rules of Procedure - Officer Employment Procedure Rules.

6.0 Bonus Payments

- 6.1 There are no bonus arrangements payable to the Chief Executive, Executive Directors, Directors, Assistant Directors or Heads of Service.

7.0 Progression through Pay Grades

- 7.1 The salary of employees within the scope of this policy rises by increments to the top point of their salary grade, subject to good performance. Progression through the pay grade is determined by assessment of the employee's performance against competencies and objectives in line with the Council's Performance and Development Review process.

8.0 Salaries over £100,000

- 8.1 The posts of Chief Executive and Executive Directors are the only posts that carry salaries of over £100,000.

9.0 Publication of salary data

- 9.1 Salary data for the Chief Executive, Executive Directors, Directors, Assistant Directors and Heads of Service is published on the Council's website

For the Chief Executive and Executive Directors this includes name, job title, actual salary, expenses and any election fees paid. For Directors, Assistant Directors and Heads of Service this includes salary by post title.

This Pay Policy Statement once approved by Full Council will be published on the Council's website.

[Senior Staff salaries](#)

10.0 Expenses

- 10.1 The expenses which may be payable to the Chief Executive, Executive Directors, Director, Assistant Director or Head of Service are as follows:

- Car/Motorcycle/Bicycle allowance – these are stated in the Council’s Mileage policy which is set out in the Single Status Agreement approved by trade unions in May 2012.
- Re-imbusement of travel and subsistence – this is in accordance with the Council’s stated policy as at June 2011
- Payments under the eye test scheme as stated within the Council’s Health & Safety policy

11.0 Recruitment and Retention Policies

Market Factor Supplements and Golden Hellos

- 11.1 There are occasions when the salary determined by the grading for a post results in an inability to successfully recruit to or retain staff in particular posts or specific occupational areas, this may be due to fluctuations in the job market supply. These recruitment and retention problems can affect ability to deliver services to our residents. In such cases it may be appropriate to pay a Golden Hello and/or market supplement in addition to the salary 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 graded similarly. Any Golden Hello or additional market supplement will be made in accordance with the Council’s Golden Hello or Market Supplement Policy.

12.0 Other Benefits

- 12.1 The Council’s Childcare Voucher scheme was closed to new members from October 2018, the scheme has been replaced by a Government tax-free childcare scheme. Employees who were members of the Childcare Voucher scheme prior to the closing date will remain able to use the scheme until such time as they change job/employer or the Council stops supporting the scheme. This scheme is delivered in conjunction with Sodexo Say Care Childcare Voucher as the Provider.
- 12.2 The employees within the scope of this policy are entitled to participate in the Council’s Cycle For Work Scheme whereby employees can sacrifice part of their salary to lease cycles for travel to work. The amount sacrificed is exempt for income tax and national insurance contributions and therefore represents a saving for participating employees.

13.0 Severance Payments

- 13.1 Severance payments are made in accordance with the Council’s Organisational Change and Redundancy policy and are calculated in the same way for all staff.
- 13.2 Employees with more than two years service will be entitled to redundancy pay in line with local government guidelines and statutory calculations. Where the employee is entitled to a redundancy payment, the calculation is based on the employee’s actual weekly pay.

- 13.3 The Council provides career counselling and out placement support for employees facing redundancy, this includes job search and interview skills.
- 13.4 Settlement agreements will only be used in exceptional circumstances where they represent best value for the Council.

14.0 Pension and Pension Enhancements

- 14.1 All employees within the scope of this policy are entitled to and, receive pension contributions from the Local Government Pension Scheme (LGPS). This is a contributory scheme and they contribute between 8.5 and 11.4% of their salary to the scheme. Changes to the LGPS regulations were implemented in April 2014, and this changed contribution rates and changed the scheme from a final salary scheme to a career average (CARE) scheme.
- 14.2 The employer contribution rate is currently 17% i.e. the council contributes 17% of pensionable pay to the pension of a member of staff within the pension scheme. The rate of 17% is the same for all staff. The rate is reviewed every 3 years following a valuation of the fund by the appointed actuaries. The next review will be in 2019 with the outcome being effective from 2020/2021.

15.0 Election Fees

- 15.1 The Returning Officer is the person who has the overall responsibility for the conduct of elections. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Although appointed by the Council the role of the Returning Officer is one of a personal nature and distinct and separate from their duties as an employee of the Council. Elections fees are paid for these additional duties and they are paid separately to salary.

The Chief Executive is the Council's Returning Officer.

The fees for Parliamentary, Police Commissioner, national referendums and Euro Elections are set by the Government.

The fees for County Council elections are set by the County Council. The fees for the Combined Authority Mayoral election are set by the combined authority.

Fees for Parliamentary, European Elections and district elections are pensionable.

Fees for local elections are set locally and are currently £373.72 per contested ward and £55.20 per uncontested ward.

Other officers, including senior officers within the scope of this policy, may receive additional payment for specific election duties.

16.0 Relationship to lowest paid employees

- 16.1 The lowest pay grade of the Council's pay structure is Grade 1. For this reason we have chosen staff employed on Grade 1 as our definition of the 'lowest paid' for the purposes of this policy. Ratios are based on base salary and do not include other payments.

Grade 1 currently ranges from £13,934 to £15,603 per annum. The lowest paid employee on the council's pay scale is currently £13,934 per annum.

The Chief Executive's current salary scale ranges from £111,461 to £127,382.

The current ratio between the highest and the lowest pay points is - 1:9.1

The current ratio between the Chief Executive's current salary and the lowest pay point is 1:9.1

The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

- 16.2 The gender balance of the highest grades of SCDC earners is 60% females to 40% males.

17.0 Gender Pay Gap Reporting

- 17.1 In 2017 new equality regulations were introduced on Gender Pay reporting. South Cambridgeshire District Council is required to publish information under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The definitions and types of information to be reported are defined in the regulations and to aid understanding the definitions are shown below, together with the data. The data was produced on 31 March 2017 and published on the Government's portal.

17.2 The mean gender pay gap

The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. This is shown as a percentage.

The mean gender pay gap is – **5.86%** in favour of females

A **mean** average involves adding up all of the numbers and dividing the result by how many numbers were in the list.

17.3 The median gender pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees (see regulation 9). This is shown as a percentage.

The median gender pay gap is **-13.18%** in favour of females

A **median** average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is

an even number of results, the median will be the mean of the two central numbers.

17.4 The median bonus gender pay gap

The median bonus gender pay gap is not applicable as we do not pay bonuses.

17.5 The proportion of males and females in each quartile pay band

This calculation requires an employer to show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is done by dividing the workforce into four equal parts.

There are four sections (called quartiles) with an equal number of employees in each section (or as close as possible to this). The quartiles (from the lowest to highest) are called the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile.

Quartile	Female	Male	Grand Total	Female %	Male %
1. Lower Quartile	30	100	130	23.08%	76.92%
2. Lower Middle Quartile	70	60	130	53.85%	46.15%
3. Upper Middle Quartile	81	49	130	62.31%	37.69%
4. Upper Quartile	70	60	130	53.85%	46.15%

17.6 The mean and median figures in points 17.2 and 17.3 above reflect the fact that the Council’s workforce in the bottom quartile is mainly male as the Council directly employs refuse operatives and drivers in a shared service for two Councils (SCDC and Cambridge City Council).

18.0 Tax Avoidance

18.1 The Council takes tax avoidance seriously and will seek to appoint individuals to vacant positions using the recruitment procedures on the basis of contracts of employment and apply direct tax and National Insurance deductions from pay through the operation of PAYE.

18.2 Where consultants are recruited the Council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company effectively, controlled by him or her.

18.3 These principles will be embedded in contract clauses and guidance for managers when employing consultants.

19.0 Re-engagement of former South Cambridgeshire District Council staff within the scope of this policy

- 19.1 All permanent or fixed term posts are advertised in accordance with the council's recruitment policies and appointment is made on merit, in accordance with the rules governing the recruitment of the Chief Executive, Executive Directors, Directors, Assistant Directors and Heads of Service set out in the Council's constitution in section: Part 4 Rules of Procedure - Officer Employment Procedure Rules.
- 19.2 Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.
- 19.3 Chief Executive, Executive Director, Directors
The Council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment.

20.0 Apprentices

- 20.1 The Council has engaged a number of apprentices. The apprentice roles are created by services as development opportunities to support the apprenticeship programme. These roles are usually existing posts within service area structures. Apprentices are paid at Grade 1 during the term of their apprenticeship.
- 20.2 The Council currently has 5 Apprentices – 1 x Communications, 2 x Housing, 1 x HR, 1 x Contact Centre. In addition, the Planning Service will maximise the apprenticeship opportunities as part of it's career development programme.

Publication of the Pay Policy Statement

This pay policy statement once approved by Full Council will be published on the Councils website.

Pay Protection Guidance

Pay Protection Scope

The Council's policy on pay protection provides protection for an employee's basic pay where it is reduced as a result of:

- Organisational restructuring;
- Suitable alternative employment offered one grade lower than current post holding where an employee is at risk of redundancy as part of a restructure process
- Redeployment into a vacancy one grade lower than current post holding where an employee is at risk or under notice of redundancy

Aim

The purpose of pay protection is to reduce the number of staff leaving the Council by reason of redundancy and to retain the skills and experience of employees who have been identified as redundant by alleviating the immediate salary impact of this and provide a period of time for staff to adjust to their lower salary. It is also aimed to encourage employees to accept redeployment at lower salary levels where appropriate to retain their services.

The Council recognises the need to ensure that pay protection arrangements do not directly or indirectly lead to inequalities in pay and this guidance is in line with current legislation.

Entitlement

Pay protection will apply to redeployment and assimilation only where an employee has over 2 years continuous service with South Cambridgeshire District Council and where the new post is no more than one grade lower than the existing post.

Basic Pay

The pay protected will be the current pay rate for the job as defined by the pay and grading structure at the time of appointment to the new post.

Where an employee applies for and is offered a post as 'redeployment' if the new pay rate is lower than the existing pay rate, '**pay protection**' will apply (pay protection is the difference between the old and new pay rates from date of appointment in new post:

- For the first 12 months in post - 100% protection

Pay not protected includes additional hours worked (over-time), pay-related allowances, non-pay related allowances (e.g annual leave), adjustments to the hourly rate due to standardisation of the working week, market supplements.

There will be no annual increment progression on the protected grade.

Changes to pay protection

If during the 12 month period the employee voluntarily changes job then the pay protection will cease upon appointment to the new post. OR consideration may be given for portability of pay protection if it is agreed that the new job is a realistic career opportunity.

Pay protection may end within the 12 month period if the new current grade catches up with the protected basic salary.

At the end of the 12 month pay protected period, salary will be adjusted to the top point of the current grade or nearest equivalent salary scale point according to protected salary.

There is no right to appeal at the end of pay protection.

Where pay protection applies, the additional cost will be funded from the originating area's budget.

No pay protection is given in cases of redeployment for reasons other than redundancy.

Appendix 1: Example

Pay Protection for Suitable Alternative Employment and Redeployment

If the Council identifies a post as 'suitable alternative employment' and offer the post to the redundant employee, pay protection will be offered. Where the new post is a lower grade and the employee's current spinal column point is higher than the grade maximum, pay will be reduced to the maximum in the new band and the difference paid as 'protection' pay. As follows:

Example: (The salary change takes effect at the end of successful completion of the 4 week trial period).

Employee's current salary is £39,105

New post – grade 5 - Salary range for new post: £28,329 - £32,947

New Salary: £32,947 *

Pay Protection element: £6,158**

*Employee is at the top SCP point so would only receive appropriate increases on the new salary at pay progression relating to cost of living.

**The pay protection element will remain at £6,158 for 12 months (subject to single status guidance and/or changes to hours/post)

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Agenda Item 5



South
Cambridgeshire
District Council

REPORT TO: Employment and Staffing Committee

17 January 2019

LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

Disability Confident scheme

Purpose

1. The purpose of this report is to present to Employment Committee information in respect of the Government's Disability Confident scheme.

Recommendations

2. It is recommended that Employment Committee:
 - a) Note the report and consider the information in relation the Disability Confident scheme;
 - b) Recommend to Cabinet that that the council signs up the Disability Confident scheme and commits to achieving Level 1

Reasons for Recommendations

3. The Council, at its meeting on 19 July 2018, considered a Motion from Councillor Peter McDonald which requested the Employment and Staffing Committee to review the Council's activity to promote equality and diversity amongst its workforce and, in particular, actively seeks ways to make South Cambridgeshire District Council an Employer of Choice for people with disabilities.

Background

4. The Two Ticks – positive about disabled people scheme, was widely known recognition given by Job Centre Plus to employers based in Great Britain who had agreed to take positive action to meet five commitments regarding employment, training, retention and career development of disabled employees. In 2016, the Department for Work and Pensions launched Disability Confident which replaced the Two Ticks Scheme.
5. In August 2018 the Minister for Disabled People, Health & Work, Sarah Newton MP, wrote to public sector employers about the scheme to raise the profile and encourage participation. The Employer campaign document is attached at Appendix 1.
6. The Disability Confident scheme supports employers to improve how they attract, recruit and retain disabled workers. The scheme has three levels which are designed to demonstrate different levels of commitment and support for people with disabilities. There are resources for employers such as on-line materials and self-assessment tools. Employers must complete each level before moving onto the next. The first step involves formal sign up the Government scheme, this demonstrates the organisations commitment to achieving Level 1.

7. There is no cost to signing up however, there may be future costs should the council need to make building or facilities changes to improve accessibility. The council does have a facilities management budget which would cover small works. If the work was significant (removal of walls or additional toilet/changing facilities) the facilities team would submit a budget bid for council consideration.
8. To be recognised as Disability Confident Committed the organisation will need to agree to the Disability Confident commitments and identify at least one action that you'll carry out to make a difference for disabled people. See Appendix 2 and 3 for details.
9. Following sign up, the organisation will receive:
 - a certificate in recognition of achievement
 - a badge for the website and other materials for 12 months
 - a self-assessment to help the organisation to continue the journey to becoming a Disability Confident Employer (Level 2)
10. Once an organisation has signed up for level 1 it can progress to level 2, a Disability Confident Employer, by self-assessing the organisation around 2 themes:
 - getting the right people for your business
 - keeping and developing your people

Disability Confident Employers are recognised as going the extra mile to make sure disabled people get a fair chance.

11. The organisation, having confirmed the completion of the online self-assessment, will be registered as a Disability Confident Employer for 2 years. The organisation will receive:
 - a certificate in recognition of your achievement
 - a badge for your website and other materials for 2 years
 - information on how to become a Disability Confident Leader (Level 3)
12. Level 3: Disability Confident Leader is aimed at organisations who wish to act as a champion within your local and business communities.

To reach this level organisations need to:

- have the self-assessment validated from outside the business
- show what has been done as a Disability Confident Leader

Once recognised as a Disability Confident Leader, the organisation will receive:

- a certificate in recognition of your achievement
- a badge for your website and other materials for 3 years

Options

13. There are two options. The council could commit to signing up to the Disability Confident scheme which would provide a recognised framework in terms of meeting the council's ambition to make South Cambridgeshire District Council an Employer of Choice for people with disabilities. It is recommended that Employment Committee recommend this to Cabinet.
14. Alternatively, the council could propose a work programme which would be underpinned by the ambition and commitment made set out by Council in July. However this would not carry the national recognition.
15. There are no other national schemes which recognise and support employer commitments for people with disabilities.

Implications

16. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

17. There is no cost associated with signing up to the Disability Confident scheme as such and the support materials are available on-line and free of charge. However, there is a potential for additional costs should the council need to make building or facilities alterations to improve accessibility generally.
18. Specific assistance for an individual employee such as equipment, furniture, assistance or travel to and from work may be funded through the Access to Work scheme. This scheme has been used for current employees in order to provide a range of adjustments and aids.

Staffing

19. There is full council commitment to making South Cambridgeshire District Council a great place to work and this includes people with disabilities. The council is in an area of high employment and is competing for

Equality and Diversity

20. The council is committed to ensuring fairness and equality of access to employment and services.

Background Papers

- a) ACAS guidance and relevant employment legislation
- b) Chartered Institute of Personnel and Development
- c) Government website <https://disabilityconfident.campaign.gov.uk/>

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

Report Author: Susan Gardner-Craig, Head of People and Organisational Development
Telephone: (01954) 713285

Disability Confident Employer campaign

September 2017

Page 25



Background

17.3% of people of working age in the UK are disabled or have a health condition...

but only 11.4% of people in work are disabled or have a health condition.

56% of employers said they see clear business benefits in employing people from disadvantaged groups...

but a 2013 study revealed only 8% of employers had recruited someone with a disability or long-term health condition in the previous year.

Page 26

So why are employers less likely to employ disabled people?

Why is there a problem?

The employment rate for disabled people or those with a health condition has been significantly lower than for non-disabled people for many years.

The causes of this are long-term, systemic and cultural.

Page 7

Issues include:

- Some disabled people struggle to find suitable employment opportunities
- Many employers may be reluctant to recruit disabled people, and have misconceptions about what this would mean for their business
- Some employees are not provided with adequate support for their physical or mental health whilst in the workplace



Creating opportunities

- The Government is committed to supporting disabled people and those with health conditions to find and stay in work.
- Sustainable change will require society-wide action, including efforts from government, employers, disabled people themselves and others.
- Many organisations are already creating inclusive workplaces and we want this to become normal practice for all employers.

Page 28

Disability Confident

- Disability Confident was launched in 2013 to replace the 'Two Ticks – positive about disabled people' scheme. It plays an important role in helping employers make the most of the opportunities provided by employing disabled people.
- We need more employers to sign up as Disability Confident and improve their disability employment practices.
- We need your help to encourage more employers to sign up.

Why become Disability Confident?

Being Disability Confident is an opportunity for employers to lead the way in their community and to discover skills and talents they can't do without.

It can help *all* your people fulfil their potential and contribute fully to your team's success.

page 29



Benefits to your business include:

- Enabling you to draw from the widest possible pool of talent
- Helping you secure high quality staff who are skilled, loyal and hard working
- Improving your reputation by demonstrating your commitment to fair employment practices

What is Disability Confident?

The Disability Confident scheme:

- provides employers with the confidence, skills and tools they need to help them recruit and retain disabled staff as they progress in their careers
- challenges misconceptions towards disability and employment
- increases understanding and awareness of disabilities, both mental and physical
- supports employers to make the most of the talents and insights disabled people can bring to the workforce

Page 30

How to become Disability Confident

The Disability Confident scheme has three levels. You must complete each level before moving on to the next.



Level 1: Disability Confident Committed

Sign up to the Disability Confident commitments and identify at least one thing you'll do that will make a difference for disabled people.



Level 2: Disability Confident Employer

Self-assess your business against the themes of getting the right people for your business, and keeping and developing your people.



Level 3: Disability Confident Leader

Be seen as a champion in your local and business communities.

When you complete each level you will receive a certificate in recognition of your achievement, a badge to use on your website and other branding materials for 12 months (Level 1); 24 months (Level 2); or 36 months (Level 3).

You can start your Disability Confident journey by [signing up online](#).



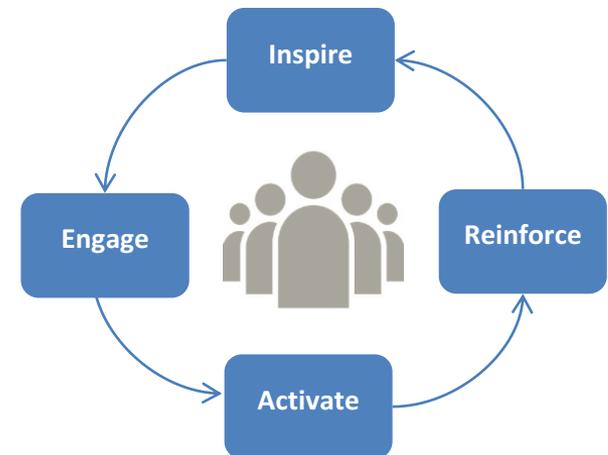
Disability Confident employer campaign

Campaign objective

Encourage employers to sign up as Disability Confident, to help them create more employment opportunities for disabled people

The campaign aims to:

- Page 32
- raise employers' awareness of the Disability Confident scheme
 - engage employers on disability employment and show them how they can get involved
 - inspire employers to demonstrate their commitment to disability employment and sign up to Disability Confident



Disability Confident employer campaign

Business led

The campaign is being led by a new [Disability Confident Business Leaders Group](#) (BLG).

The support of senior, widely respected business leaders is essential in demonstrating to employers the many business benefits that can come from recruiting, retaining and supporting disabled people to thrive in work.

Sector focused

Our sector-based approach will involve sector and trade bodies, peer-to-peer engagement and messages relevant to that industry.

It will use a wide range of channels and voices to engage employers, including case studies from each business sector.

BLG members
Arsenal FC
Barclays
BT Group
Channel 4
GlaxoSmithKline
John Lewis
KPMG
Mars UK
Microsoft Royal
Mail Sainsbury's
Whitbread

How can you help?

Sign up: Employers can become Disability Confident by signing up on the [GOV.UK website](https://www.gov.uk/disability-confident).

Progress: Employers who are already signed up at Level 1 can consider what they need to do to progress to Level 2 and beyond.

Influence: Employers who are already Disability Confident can use their influence to help to positively change attitudes, behaviours and cultures in their networks, supply chains and communities.

Support: We need strategic delivery partners to support and extend the reach of the campaign.

Who can you help to become Disability Confident?

Disability Confident Level 1

The Level 1 commitments are:

- inclusive and accessible recruitment
- communicating vacancies
- offering an interview to disabled people
- providing reasonable adjustments
- supporting existing employees

The actions include (employers must identify at least one):

- work experience
- work trials
- paid employment
- apprenticeships
- job shadowing
- traineeships
- internships
- student placements
- sector-based work academy placements

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Disability Confident – COMMITTED

LEVEL 1



Page 37



Be Disability Confident



Disability Confident – COMMITTED

Contents

[Ministerial foreword](#)

[Introduction](#) 1

[Getting started](#) 2

[The Disability Confident commitments](#) 3

[Activity that will make a difference for disabled people](#) 6

[What happens next?](#) 9

[Definition of disability](#) 10

Page 38

This guidance explains how to become a **Disability Confident Committed** employer at level 1 of the Disability Confident scheme.

March 2018

Disability Confident – COMMITTED

Ministerial foreword

Congratulations on taking this step on your Disability Confident journey.

I have a vision for a society in which disabled people and those with health conditions are able to work in good jobs and achieve their full potential. Whether you are in the private, public or third sector, your organisation will want to be able to draw from the widest pool of talented people when recruiting. Disabled people will be able to bring skills, commitment and energy to help your organisation to flourish.

Recognising that 83% of people will acquire a disability while already in work, you will also want to know how best to keep the disabled people who are already with you.

The Disability Confident scheme can help give your organisation the skills and confidence you need to recruit, retain and develop disabled people. Disability Confident can also help develop the skills and insight to better tap into the estimated £249 billion of spending power that disabled people and their families can wield.

Being Disability Confident will produce benefit for your business or organisation, for its shareholders or the communities it serves, and for disabled people themselves.

I am proud of Disability Confident, I think it is making a real impact, and the many thousands of employers who have already signed up are thinking differently and obviously believe so too. I am pleased that you are joining us on this journey and I wish you the very best of success.



Sarah Newton MP

Minister for Disabled People, Health and Work

Disability Confident – COMMITTED

Introduction

The Disability Confident scheme supports employers like you to make the most of the talents disabled people can bring to your workplace. The scheme aims to help you successfully recruit and retain disabled people and those with health conditions. Being Disability Confident is a unique opportunity to lead the way in your community, and you might just discover someone your business cannot do without.

It was developed by employers and disabled people's representatives to make it rigorous but easily accessible – particularly for smaller businesses.

The scheme is voluntary and access to the guidance, self-assessments and resources is completely free.

The 3 levels are designed to support you on your Disability Confident journey. **You must complete each level before moving on to the next.**

Your journey starts with:

- reading this pack
- providing your contact details on GOV.UK
- signing up to the Disability Confident statements
- identifying at least one action that you will do



[See how your business can be Disability Confident](#)

Once you have read this guidance, sign up to become [Disability Confident Committed](#) on our website.

Disability Confident – COMMITTED

Getting started

As you progress on your Disability Confident journey you may have questions. To help you, we have provided links to further information, advice and guidance. We have also added case studies and videos to bring the Disability Confident journey to life. These materials are indicated through the icons shown below.



Information



Case study



Guidance



Video

We will continually add to and update the resources behind them. We are always interested in material employers have found helpful in their own Disability Confident journey. If you have any useful links please email them to the [Disability Confident team](#).

More information



[A practical guide for practitioners working with disabled people and those with long term health conditions.](#)



[Mencap Good for Business](#) - The benefits of employing a people with a learning disability.



[Acas: UK Workplace experts](#)



The [Recruitment Industry \(RIDI\)](#) celebrate progress and recognise the success of organisations that are making headway in increasing the inclusion of disabled professionals.



[Chartwells Independent](#) have recruited, trained and supported Steven, who has autism. He has become a highly regarded member of the catering team at Old Swinford Hospital School in Stourbridge.

Disability Confident – COMMITTED

The Disability Confident commitments

To become **Disability Confident Committed** and start your Disability Confident journey, you will need to consider the commitments below and then sign up on the [Disability Confident registration page](#).

At this level you will be committing to the actions in the list below, and will also commit to taking at least one action from the activity list. You should be prepared to deliver on these commitments within the next 12 months.

Ensure your recruitment process is inclusive and accessible

By:

- ensuring against discrimination
- making job adverts accessible
- providing information in accessible formats (for example, large print)
- accepting applications in alternative formats (for example, electronically)

More information



[Recruitment and disabled people](#)



[Accessible communication formats](#)



[Guidance on finding talent – top tips](#)



[Guidance on inclusive shortlisting](#)



[Recruitment – asking questions about disability and health](#)

Disability Confident – COMMITTED

Communicate and promote vacancies

By:

- advertising vacancies through a range of channels
- getting advice and support from Jobcentre Plus, Work Programme providers, recruiters and/or your local disabled people's user led organisations (DPULOs)
- reviewing current recruitment processes

More information



[Range of communication channels to reach disabled people](#)



[Working with disabled people's user led organisations](#)

Offer an interview to disabled people

Encourage applications by offering an interview to an applicant who declares they have a disability this does not mean that all disabled people are entitled to an interview. They must meet the minimum criteria (for example sometimes shown as desirable skills) for a job as defined by the employer.

The aim of this commitment is to encourage **positive action**, encouraging disabled people to apply for jobs and provide an opportunity to demonstrate their skills, talent and abilities at the interview stage.

An employer can take steps to help or encourage certain groups of people with different needs, or who are disadvantaged in some way, to access work or training. **Positive Action** is lawful under the Equality Act.

It is important to note that there may be occasions where it is not practicable or appropriate to interview all disabled people that meet the minimum criteria for the job. **For example:** in certain recruitment situations such as high-volume, seasonal and high-peak times, the employer may wish to limit the overall numbers of interviews offered to both disabled people and non-disabled people.

Disability Confident – COMMITTED

In these circumstances the employer could select the candidates who **best** meet the minimum criteria for the job rather than **all** of those that meet the minimum criteria, as they would do for non-disabled applicants.

Anticipate and provide reasonable adjustments as required

By:

Making sure disabled workers aren't seriously disadvantaged when applying for and doing their jobs.

More information



[Reasonable adjustments for disabled workers](#)



[Reasonable adjustments are often straightforward \(Acas guide\)](#)

Page 44

Support any existing employee who acquires a disability or long term health condition, enabling them to stay in work

By:

Retaining an employee who has become disabled, thus keeping their valuable skills and experience and saving on the cost of recruiting a replacement. **More information**



[Access to Work guide for employers](#)



[Musculoskeletal health in the work place tool kit](#)



[Mental Health Toolkit for employers](#)



[EY](#) talk about their approach to recruiting talented disabled people and how they support staff who acquired a disability during their career.



[IMG Productions](#) (IMG) is one of the world's leading television production companies. Their journey to becoming Disability Confident began when producer Simon Birri acquired a disability following a brain aneurysm.

Disability Confident – COMMITTED

Activity that will make a difference for disabled people

To become Disability Confident Committed, you must also commit to offering disabled people **at least one** of the following. Tick each of the activities, so that you have a record of what you have committed to.

1 Work experience

This is usually a fixed period of time that a person spends with your business, when they can learn about working life and the working environment.

More information



[Employer guides to work experience](#)



[Minimum wage: work experience and internships](#)

2 Work trials

This is a way of trying out a potential employee before offering them a job. This can be informal or can be by agreement with Jobcentre Plus. If this is agreed with Jobcentre Plus, an employer can offer a work trial if the job it may lead to is for 16 hours or more a week and lasts for at least 13 weeks. The work trial can last for up to 30 days.

More information



[Jobcentre Plus help for recruiters: work trials](#)

3 Paid employment (permanent or fixed term)

Jobcentre Plus offers a range of recruitment services that can help you as an employer.

More information



[Jobcentre Plus help for recruiters](#)



[Recruiting disabled people](#)

Disability Confident – COMMITTED

4 Apprenticeships

These are for new and current employees. They combine working with studying for a work-based qualification. If your business is based in England you may get a grant or funding to employ an apprentice.

More information



[Apprenticeships](#)



[Employ an apprentice](#)

Page 46

5 Job shadowing opportunities

These positions:

- offer potential employees experience of a workplace and occupational skills that are different from what they are used to
- are usually limited to observation only, are non-paid and don't give direct work experience, responsibility or skills
- ideally last between half a day and 2 days

More information



[What is job shadowing?](#)

Disability Confident – COMMITTED

6 Traineeships

These help young people who want to get an apprenticeship or job but don't yet have the right skills or experience.

More information



[Traineeships](#)



[Traineeships: employers](#)

7 Paid internships and supported internships

This is a period of paid work experience lasting between 1 and 4 months, usually taking place during the summer. A supported internship is aimed at disabled people still in education who are seeking work experience.

More information



[Advertise an internship](#)



[Leonard Cheshire Change100](#)



[Providing quality internships: guidance for employers](#)

8 Student placements

These are university or college qualifications. They are usually for a set period of time, between 4 to 6 months.

9 Sector-based work academy placements

These help you fill vacancies more effectively. They are available through Jobcentre Plus. They provide sector-based training, work experience and a guaranteed job interview.

More information



[Sector-based work academies: employer guide](#)



[Recruiting disabled people](#)

Disability Confident – COMMITTED

What happens next?

When you have read this pack and agreed to the commitments and at least one action from the activities list, you will need to [sign up as a Disability Confident Committed employer](#) on our website. You need to do this before you can move on to the next stage. You will be asked to:

- provide your contact details
- sign up to the Disability Confident commitments
- identify at least one action that you will commit to do

In return we will send you:

- a **certificate in recognition of your achievement** as a Disability Confident Committed employer
- a **Disability Confident Committed badge** that you can use in your own business stationery and communications for 12 months
- information on taking the next step to become a [Disability Confident Employer](#).

As a Disability Confident Committed employer we will include your business name, town and DC status in a list of all businesses signed-up to the scheme on [our website](#).

Disability Confident Branding Guidelines:

You can find a copy of the [Disability Confident branding guidelines](#) on the DC website.

If you require a copy of your DC badge in a different format please email the [Disability Confident Team](#) (dwp.disabilityconfident@dwp.gsi.gov.uk).

Disability Confident – COMMITTED

Definition of disability

Someone is disabled under the [Equality Act 2010](#) if they have a physical or mental impairment that has a 'substantial' and 'long-term' adverse effect on their ability to carry out normal day-to-day activities. This means that, in general, the:

- person must have an impairment that is either physical or mental
- impairment must have adverse effects that are substantial
- substantial adverse effects must be long-term, for example, it takes much longer than it usually would to complete a daily task like getting dressed
- [long-term substantial](#) adverse effects must be effects on normal day-to-day activities, such as a breathing condition that develops as a result of a lung infection

Page 49



[Guidance for employers about their responsibilities under the Equality Act 2010](#)

Long-term health conditions

Examples of long-term conditions include:

- high blood pressure
- depression
- dementia
- arthritis

Long-term conditions can affect many parts of a person's life, from their ability to work and have relationships, to their housing needs and educational attainment.

Disability Confident – COMMITTED

Mental health conditions

A mental health condition is considered a disability if it has a long-term effect on your normal day-to-day activity. This is defined under the Equality Act 2010.

A condition is 'long-term' if it lasts, or is likely to last, 12 months.

'Normal day-to-day activity' is defined as something you do regularly in a normal day, such as using a computer, working set times or interacting with people.

If a mental health condition means they are disabled, they can get [support at work](#) from their employer.

There are many different types of mental health condition, including:

- depression
- anxiety
- bipolar disorder
- obsessive compulsive disorder
- schizophrenia
- self-harm

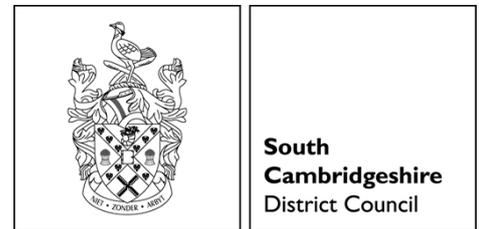
What isn't counted as a disability?



See [guidance on conditions that aren't covered by the disability definition](#), for example addiction to non-prescribed drugs or alcohol.

March 2018

Agenda Item 6



REPORT TO: Employment and Staffing Committee

17 January 2019

LEAD OFFICER: Susan Gardner-Craig – Head of People and Organisational Development

Organisational Change Policy and Procedure

Purpose

1. The purpose of this report is to present to Employment Committee a revised Organisational Change Policy and Procedure and to recommend adoption of the Policy and Procedure in full subject to Cabinet approval.
2. This is not a key decision because it does not result in the authority incurring expenditure which or the making of savings which are significant having regards to this Council's budget for the service or function to which relates. Neither does it have an effect on communities living or working in the area.

Recommendations

3. It is recommended that Employment Committee:
 - a) Note the report and the changes to the policy;
 - b) Recommend the adoption of the policy to Cabinet

Reasons for Recommendations

4. The Organisational Change Policy and Procedure was scheduled for review and subsequently has been updated in line with best practice, legislative updates, EELGA change guidance, the Council's strategic aims, in consultation with Trade Unions and feedback from employees.

Background

5. A draft Organisational Change Policy and Procedure was considered at the Trade Union meeting on Tuesday 4th September 2018. Feedback was received from both GMB and UNISON and has been updated and agreed by UNISON on 5th November 2018 and agreed by GMB on 7th December 2018. In addition, managers were consulted on the policy. One key focus for consultation with managers was to ensure that the revised policy and procedure is more user friendly. The Policy and Procedure was approved by EMT for consideration by Cabinet on Tuesday 4th December 2018.

Considerations

6. The key changes to the policy and procedure are as follows:

Details of the change	Rationale
<p>The addition of 12 months' pay protection for suitable alternative employment to a post one grade lower or where a member of staff at risk of redundancy applies for and is offered a vacant post one grade lower. Pay protection guidance can be found in appendix 2.</p>	<p>The Policy acknowledges that the needs of the Council are paramount but that it will also avoid redundancies where possible. The inclusion of 12-month salary protection for movement to 1 grade lower provides an option which avoids redundancies. On average this will be cost saving as paying the salary for 12 months will generally be lower versus redundancy costs whilst also retaining talent in the Council.</p>
<p>Placing individuals at risk of redundancy has been moved to the implementation period of a change programme and is not announced in the consultation period. Instead individuals in scope will be provided with information in writing how they are '<i>affected by change</i>' during the consultation period.</p>	<p>Placing individuals at risk of redundancy during the consultation period can cause undue stress; the proposed terminology of being '<i>affected by change</i>' would potentially reduce anxiety for staff. By using the terminology '<i>affected by change</i>' and not placing staff at risk during a consultation it should help staff to feel that their views are being listened to rather than, as some staff can feel, that the outcome has already been decided. It also defers placing staff at risk until after they are actually at risk of redundancy and not because they are within scope of the change.</p>
<p>The Policy and Procedure have been restructured in line with the change journey and into phases to make it more user friendly for a line manager and employee. Other documents have also been added to increase usability – glossary of terms, TUPE FAQ and individual meeting checklists. There is also a reduction in word count to reduce length of the procedure and to avoid duplications. There is an increase in the number of appendices to provide clarity and additional guidance.</p>	<p>Whilst the Policy and Procedure is still long, there is a lot of material to cover. The introduction of a clickable contents page to take a manager/employee to a relevant section helps navigate the document as well as addition of useful documents. This is all aimed towards making the policy more user friendly.</p>
<p>The addition of a scoping meeting with HR to scope out all work required prior to the start of any change programme.</p>	<p>The meeting is necessary to advise the manager on how the policy applies to their proposed change and review key factors of the change programme; communications, timelines, job evaluation process, those in scope of the change etc.</p>

<p>Clarity to the Procedure; The addition of clarity on communication with absent staff. Appeals process into one area of the procedure in the format of a table. Fixed term workers treatment included in its own section.</p>	<p>This brings clarity to the procedure, e.g. ensuring that managers aware of process for dealing with those absent during a change programme.</p>
---	--

Options

7. The decision available to Informal Cabinet is whether to approve the Organisational Change Policy and Procedure to move to Formal Cabinet, suggest amendments or reject the changes.
8. It is recommended that the policy is adopted.

Implications

9. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

10. There is a potential for less redundancy payments with the introduction of the 12 months' pay protection which means a cost saving to the Council. This is due to the fact that in the majority of cases, 12 months of protecting a salary will be less than the cost of the redundancy payment whilst also keeping the member of staff in employment.

Staffing

11. There is minimal risk to the organisation by the suggested changes to the Policy and Procedure. One potential risk is the employee's right under case law to refuse suitable alternative employment on their own defined reasonable grounds; for some, the offer of redundancy payment may be preferred to the suitable alternative offer of pay protection to a one grade lower post. In these situations, communication is key and the Procedure minimises this risk by encouraging the member of staff to discuss the offer of suitable alternative employment with the manager in the first instance and if following this there is still disagreement, the provision of the ability to appeal. Managers will be advised by HR on reasonable grounds for refusal of suitable alternative employment on a case by case basis which also minimises any potential risk and provides a consistency of approach to the application of the policy.

Equality and Diversity

12. An Equality Impact Assessment (EqIA) has been carried out and there is no detrimental impact identified. Adjustments may need to be made for individuals with disabilities in terms of interviews for vacancies, redeployment. Pregnant or employees on maternity leave will be given priority in terms of identifying suitable alternative employment/redeployment purposes. The updated Policy and Procedure also brings enhanced clarity to the right of absent staff right to be consulted.

Consultation responses

13. GMB and UNISON have been duly consulted on the policy. EMT approved the Policy and Procedure to go to Informal Cabinet on Tuesday 4th December 2018.

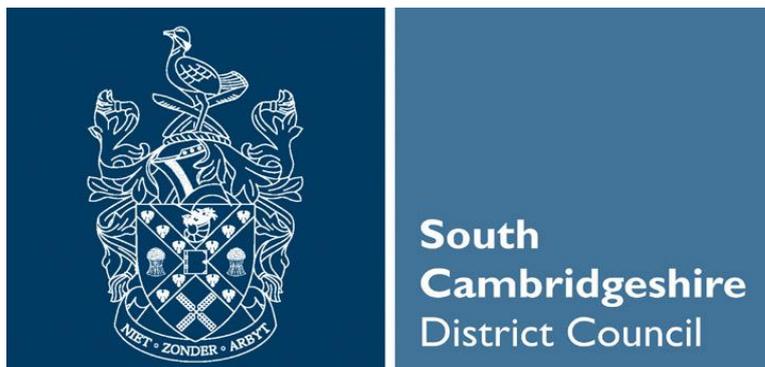
Background Papers

- a) ACAS guidance and relevant employment legislation
- b) Chartered Institute of Personnel and Development
- c) East of England Regional Council for Local Government Services - Joint Guidance on Change Management

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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Organisational Change Policy and Procedure

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Contents

1. Context and Policy Statement	4
2. Eligibility	5
3. Links to other policies and guidance	5
4. Equality Impact Assessment	6
5. Procedure Phase 1 – Establishing the Need for Change	8
6. Procedure Phase 2 - Making the Case	8
7. Procedure Phase 3 - Consultation	8
8. Procedure Phase 4 - Implementation Period	10
8.2. <i>Assimilation</i>	10
8.3. <i>Ring fenced Competition</i>	10
8.4. <i>Suitable Alternative Employment (SAE)</i>	10
8.6. <i>Open Competition</i>	11
8.7. <i>At Risk of Redundancy</i>	11
8.8. Voluntary Redundancy	12
8.9. Compulsory Redundancy	12
9. Procedure Phase 5 – Concluding the Change Period	13
9.2. <i>Pay in Lieu of Notice (PILON)</i>	13
9.3. <i>Redundancy Payments</i>	13
10. Re-engagement of ex-South Cambridgeshire District Council Employees	15
11. Support	15
11.4. <i>Redeployment</i>	15
12. Appeals	17
Appendix 1 Glossary of Terms	18
Appendix 2 Pay Protection	19
Appendix 3 – Selection Criteria Assessment Form	21
Appendix 4 – Redeployment Questionnaire	23

Appendix 5 – PILON business case form	28
Appendix 6 – Illustrative Redundancy Payment	30
Appendix 7 Individual Consultation Checklist	31
Appendix 8 – TUPE FAQ	32

1. Context and Policy Statement

- 1.1. This policy sets out the Council's approach to dealing with change initiatives including reorganisation and potential redundancies.
- 1.2. South Cambridgeshire District Council needs to remain responsive and flexible in how it operates in order to provide and deliver excellent service to the Council's residents. This will involve a process of continuous service improvement and innovation which may result in a need for organisational change with an agile and appropriately skilled workforce.
- 1.3. This policy cannot give a guarantee of no compulsory redundancy as the future needs of the Council are paramount. However the Council aims to avoid compulsory redundancy where possible and managers are required to explore measures to avoid redundancies as far as it is reasonable to do so.
- 1.4. Organisational change may include one or more of the following
 - Closure, transfer or restructuring of a specific service or facility;
 - Decision to accept a tender for a service previously in-house *;
 - Specific programme designed to achieve efficiency savings;
 - Response to a statutory requirement.*consider TUPE implications
- 1.5. Organisational Change does not include minor changes which could be but not limited to changes such as contract variations to working environment or line management which would be administered in a fair, reasonable and consultative matter.
- 1.6. The Council is committed to managing organisational change in a fair, consistent and compliant manner and will be underpinned by the following principles:
 - To protect, wherever possible the Council's workforce from compulsory redundancy, and to mitigate the effect of any such redundancies where they may be unavoidable;
 - To be open and fair, and give regard to equality and consistency in treatment for all council employees;
 - To support employees during change and help them to explore opportunities for redeployment and continued employment with the Council;
 - To aim to retain the skills, knowledge and experience that the Council needs to deliver services;
 - To upskill employees to ensure staff are skilled for the future needs of the Council;
 - The aim to deliver change in the most cost effective way;
 - To ensure that appropriate consultations are carried out with recognised trade unions and individual employees in respect of restructuring and redundancy proposals. Consultation will commence at the earliest opportunity and will continue throughout the process.
- 1.7. **The Council's Commitments to you** - the Council is committed to treating all employees whose jobs are affected by change in a fair and effective manner. To support employees facing change, redundancy or redeployment to minimise adverse impacts of change and to ensure employees are provided with support to

cope with change and maintain well-being. The policy is intended to allow flexibility in handling potential redundancy situations whilst maintaining operational efficiency and ensuring the highest possible standards of customer service throughout any periods of change. Where this is necessary, the organisation will ensure that:

- the total number of redundancies made is kept to a minimum;
- Trade Unions are involved during the process;
- employees and, where appropriate, their representatives are fully consulted on any proposals and their implementation;
- selection for redundancy is based on clear criteria that will, as far as possible, be objectively and fairly applied;
- every effort is made to redeploy or find alternative work for employees selected for redundancy; and
- support and advice is provided to employees selected for redundancy to help them find suitable work when their employment has come to an end.

1.8. Communication

The Council will communicate plans for organisational change through various channels available for example this may be via (but not limited to):

- Corporate Briefings
- Team meetings
- Newsletters
- Intranet
- Recognised Trade Unions

1.9. The Council will give regard to the Guidance document on change management produced by the East of England regional council.

2. Eligibility

2.1. This policy & procedure applies to all South Cambridgeshire District Council employees.

2.2. This policy will only apply to employees on secondment if their substantive post is affected by a proposed organisational change or redundancy.

2.3. In order to meet the requirements of Fixed Term Worker Regulations, South Cambridgeshire District Council will ensure fixed term employees are consulted, have the same opportunities and receive redundancy payments where they are due. Fixed term workers may be included in the ring fence for newly created job opportunities if appropriate, this will be considered and discussion with the union on a case by case basis.

3. Links to other policies and guidance

- East of England regional council – Guidance on change management (joint document with trade unions)
- Flexible Retirement policy
- Pay Policy Statement – re-engagement policy
- Acas - Redundancy handling guidance and TUPE transfer guidance

4. Equality Impact Assessment

An Equality Impact Assessment Screening form has been completed. No adverse impacts were identified.

The recognised trade unions have been consulted on the policy and procedure. The procedure now follows.

PROCEDURE

5. Procedure Phase 1 – Establishing the Need for Change

- 5.1. The first step is to establish whether change is necessary and then the scale of the change that might be required.
- 5.2. If a need for change is identified then a lead manager/s for the proposed organisational change must be identified who will meet with a member of the HR team to carry out a scoping meeting prior to any action being taken. The scoping meeting will include guidance on this policy's application and will cover matters such as the scope and impact of the change, engagement with staff, communication strategy, business case proposal, job description audit, consideration for voluntary redundancy and more.
- 5.3. In assessing the need for change the Council will wherever possible take all reasonable steps to minimise compulsory redundancy including:
 - Restrictions on external recruitment;
 - Not filling vacancies to allow natural wastage;
 - Seeking applicants for flexible retirement or voluntary redundancy subject to the resourcing needs of the Council;
 - Maximising opportunities for retraining or redeployment to other roles;
 - Reducing temporary agency staff, consultants and the use of overtime;
 - Voluntary reductions in working time
 - Alternative working patterns.

6. Procedure Phase 2 - Making the Case

- 6.1. After a review of the need for change the next steps will be for the lead manager to prepare a written business case setting out the rationale of the proposed organisational change for Executive Management Team approval. Templates and guidance available from the HR team.
- 6.2. It would be advisable that early informal discussion with the trade unions and staff directly affected by the proposed options for change should occur prior to formal consultation begins. Proposed consultation documents will be shared with Trade Unions in advance of a formal consultation.

7. Procedure Phase 3 - Consultation

- 7.1.1. The Council will consult with recognised trade unions (GMB and Unison) and individual employees at the earliest practical opportunity where there is a proposal to make one or more staff redundant.
 - 7.1.2. Consultation will begin in good time prior to the proposed changes taking place. The statutory minimum consultation periods for proposed redundancies will always be observed. These are:
 - Where an organisation is proposing to make changes where redundancy may occur and, where these changes affect 20 to 99 employees at one establishment over a period of 90 days or less, consultation will commence at least 30 days before the first dismissal takes effect;
- OR
- Where an organisation is proposing to make changes where redundancy may occur and where these changes affect 100 or more employees at one establishment over

a period of 90 days or less, consultation will commence at least 45 days before the first dismissal takes effect.

- 7.1.3. Proposed redundancies of 100 or more employees at one establishment in a 90 day period or less must be notified to the Secretary of State, Department for Business, Innovation and Skills. Notice must be given, in writing on Form HR1, at least 45 days before the first dismissal takes place.
- 7.1.4. Where an employer is proposing to dismiss 20 to 99 employees, the Secretary of State must be notified at least 30 days before the first dismissal takes effect.
- 7.1.5. For redundancies involving less than 20 employees, the Council will consult with affected employees and their representatives for a minimum of 30 days. This is not a statutory requirement but is regarded as best practice.
- 7.1.6. During the 30 day consultation period the lead manager or line or delegated manager and a member of the HR team will meet with affected individual employees to discuss the proposed change and how the proposed changes will affect the individual. The meeting must be a genuine opportunity to hear the views of the employee; to answer questions and to discuss/explore alternatives to redundancy. The employee has the right to be represented by a trade union or accompanied by a work colleague at this meeting.
- 7.1.7. All staff affected by the proposed change will be communicated to in writing that they are affected by the change.
- 7.1.8. Individual employees or staff as a group can request to have further opportunities to meet with their line manager and/or HR to discuss their concerns or questions in relation to the organisational change.
- 7.1.9. The Council will make reasonable adjustments for employees who are unable to deal with written correspondence and requirements due to disability.
- 7.1.10. Absent Staff
- 7.1.11. If a staff member is absent during the consultation period the staff member should be contacted in line with staff who are in attendance at work; a decision will be made on the best approach to contact employees absent by reason of being on annual leave, parental leave, sickness, maternity, paternity, shared parental leave, sabbatical. If the staff member is absent for a long period of time then communication will be provided in writing.
- 7.1.12. Should the trade unions or a non-represented employee have reached an agreement before the end of the statutory period then this can constitute completion of consultation period.
- 7.1.13. An outcome report will be published or presented to detail the outcome of the consultation.

8. Procedure Phase 4 - Implementation Period

8.1. The implementation period starts following the conclusion of the formal consultation period upon publication of the outcome report.

8.1.1. The following information explains the various ways in which employees can be matched and allocated to roles that will exist after the change.

8.2. Assimilation

8.2.1. The Council will identify within the new structure any posts which can be deemed as near equivalent posts via a job matching exercise. Employees will be assimilated where the job remains at least 80% unchanged taking account that the level of responsibility, skills, tasks and terms and conditions of the new post are substantially the same as the current post and there is no other 'at risk' or 'affected by change' member of staff who qualifies for consideration by virtue of holding a broadly similar post.

8.2.2. Employees who are assimilated will not be served notice of redundancy and will not have a trial period. The employee is automatically appointed to the role due to the fact that the role is substantially similar in the new structure as in the old structure therefore there is no assessment process or trial period. If the employee declines the role then there is no entitlement to redundancy pay.

8.2.3. Employees cannot be assimilated into a role at a different grade to the current post.

8.3. Ring fenced Competition

8.3.1. Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.

8.3.2. An assessment process is required to determine which employee(s) should be appointed to the role(s) but there is no requirement for a trial period. If the appointed employee declines the role, there is no entitlement to redundancy pay.

8.4. Suitable Alternative Employment (SAE)

8.4.1. SAE applies where the role in the new structure is not fundamentally the same as the employee's current role but sufficiently similar to be considered possible alternative employment. These will be identified by the manager as possible alternative roles based on requirements of the employee's current role compared with the duties responsibilities and skills required and grade of the new role. The roles are likely to have:

- similar weekly working hours;
- similar or acceptable duties;
- is within the employee's capability

8.4.2. Roles that are one grade lower than the employee's current role can be considered with appropriate pay protection (see appendix). If an employee unreasonably refuses an offer of suitable alternative employment there is no entitlement to redundancy pay.

8.4.3. Offer of Suitable Alternative Employment

8.4.4. The offer of alternative employment will be in writing and it will explain any differences between the original post and the alternative offer. The offer will be

made and communicated to the employee prior to the end of their old contract. The alternative job must start no later than four weeks after the end of the old contract. The employee's acceptance of the offer should be in writing to the recruiting manager. A trial period of four weeks will be offered.

8.4.5. Employees with concerns regarding the suitability of the offer should first raise these with their line manager, HR, or lead of the change programme. If the employee still feels that the issue is unresolved the employee has a right to appeal details for which are in Section 12 of the Procedure.

8.4.6. Trial periods and re-training

8.4.7. A trial period will be offered where an employee moves to suitable alternative employment. This will be for a period of 4 weeks but can be extended by agreement of both parties. An extended trial period may be offered to enable further training, which may be necessary to provide the employee with the skills and knowledge to undertake the full range of duties and responsibilities.

8.4.8. If during the trial period the individual reasonably decides to reject the post or the Council feels the employee is unsuitable for the post then the employee will not forfeit their right to a redundancy payment.

8.4.9. If during the trial period the individual unreasonably decides to reject the post and, the Council feels the employee is suitable for the post then the employee could forfeit their redundancy payment.

8.5. **Restricted competition selection**

8.5.1. Restricted competition selection applies where the role is not considered suitable alternative employment for any employees in the affected staff group. In these circumstances, employees from the affected staff group will be given an opportunity to apply for the role before it is advertised more widely in order to retain the employment of affected employees or as an additional way to mitigate redundancies.

8.5.2. A recruitment exercise is required to assess an employee's suitability for the role(s) and the appointment is subject to a probation period.

8.6. **Open Competition**

8.6.1. Open competition applies after employees from the affected staff group have been given an opportunity to apply for the role. Any remaining vacant roles at this stage can be advertised and filled in line with the Council's recruitment policy. Pay protection may be considered for a post one grade lower when the employee is at risk or under notice of redundancy and is successful in securing another post through open competition.

8.7. **At Risk of Redundancy**

8.7.1. Individuals potentially at risk of redundancy will be advised during the implementation period and a letter will be issued by the HR team to formally advise the employee of this. See glossary for further guidance of definition of at risk.

8.7.2. The employee will be advised that support will be provided, subject to the individual's needs, this may include, but is not limited to, the following:

- Coaching in job application and interview skills

- Weekly copies of the Councils current vacancy list
- Information about redundancy figures and, where appropriate, pension estimates
- Retirement advice
- Counselling

8.8. **Voluntary Redundancy**

- 8.8.1. The consultation with the appropriate trade unions will examine whether there is scope to consider requests for voluntary redundancy. In defining the categories of employees from whom it is prepared to accept volunteers, the Council will apply fair and objective criteria. Applications will then be invited from all relevant employees. A closing date for applications will be applied.
- 8.8.2. If an employee expresses an interest in accepting this option, they will be provided with an estimate of redundancy figures and, where appropriate, pension estimates.
- 8.8.3. Employees must put their request in writing to their manager with a copy to HR.
- 8.8.4. The Council has the right to refuse applications from employees whose skills, knowledge and expertise the Council wishes to retain. Such requests will not be unreasonably refused. Where the request is refused it will normally relate to the needs of the service or the loss of key skills to the Council.
- 8.8.5. Where there are more volunteers than required a selection process will be agreed with the Manager, HR and trade unions.

8.9. **Compulsory Redundancy**

- 8.9.1. Where voluntary redundancy or early/flexible retirement has not produced suitable or sufficient volunteers, the Council, in consultation with the trade unions will consider the criteria to be used for compulsory redundancy selection.
- 8.9.2. There may be circumstances where selection will not be relevant, such as:
- when there is only one employee or;
 - where an entire group of employees are to be declared redundant.
- 8.9.3. In these cases suitable alternative employment will be sought and where this is not possible then redundancy will apply.
- 8.9.4. The selection criteria for redundancy may include:
- Specific skills;
 - Essential qualifications;
 - Experience;
 - Work performance/standard of work;
 - Attendance record and timekeeping, discounting any disability-related absence;
 - Disciplinary record;
 - Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained.
- 8.9.5. The purpose of the criteria is to ensure that employees are fairly selected for redundancy. The Council will ensure that the aims of selection criteria will:

- Ensure the Council retains a balanced and appropriately skilled workforce for the future which is able to meet customer and service needs;
- Ensure the Council manages its resources in the most efficient way taking into account the costs of achieving change.

8.9.6. Care will be taken to ensure that the selection process is not directly or indirectly discriminatory. Records will be kept throughout the selection process. Attendance records, disciplinary records, performance and development reviews, work quality records and personnel files will be used. Appendix 3 – Selection Criteria Assessment Form

9. Procedure Phase 5 – Concluding the Change Period

9.1. Notice of Redundancy

- 9.1.1. If no suitable alternative employment has been found then notice of redundancy will be issued in line with the employee's contract of employment. This will confirm the date at which employment with the Council will cease.
- 9.1.2. Throughout the notice period efforts to secure alternative work will continue to avoid the redundancy. The HR team will help the employee to identify any new vacancies or opportunities that may be suitable for them. The employee is also expected to regularly check job vacancies on the Council's intranet site and emailed list of vacancies from HR team.
- 9.1.3. During the last 1/3rd of the redundancy notice period the Council will give consideration to an employee's refusal of suitable alternative employment in light of the short length of time remaining in employment as a possible reasonable ground of employee's refusal.
- 9.1.4. The Head of the Paid Service (normally the Chief Executive), in consultation with the Executive Director/Director must authorise all redundancies prior to the issue of the notice.
- 9.1.5. No dismissal will take place until the statutory consultation period with the trade unions has been completed unless the unions or a non-represented employee have reached an agreement before the end of the statutory period.

9.2. Pay in Lieu of Notice (PILON)

- 9.2.1. Pay in Lieu of Notice (PILON) will not normally be paid. However, consideration will be made in exceptional circumstances, and where this is supported by a business case (Appendix 5 – proforma) and, with the authorisation of the Executive Director/Director. PILON is a taxable payment.

9.3. Redundancy Payments

- 9.3.1. The Council will make redundancy payments in accordance with the Council's policy and the Employee Relations Act 1996 as amended from time to time.
- 9.3.2. Redundancy compensation will be payable to employees who are dismissed by reason of redundancy in line with statutory redundancy payments. To be eligible for a redundancy payment the employee must have been continuously employed in local government for 2 years or more at the effective date of termination.

- 9.3.3. In the event of redundancy, whether voluntary or compulsory, it is necessary to determine the length of an individual's continuous service in order to establish whether they are entitled to a redundancy payment and the amount of redundancy payment. Service accrued via successive employment contracts, without a break of a statutory week¹ with certain other employers covered by the Modification Order, counts in determining length of continuous service.
- 9.3.4. Where an individual is declared redundant, and is entitled to a redundancy payment, a statement will be prepared setting out details of the redundancy payments to which they are entitled Appendix 6 – Redundancy Payment Examples
- 9.3.5. Service to be taken into account; the amount of any statutory redundancy payment will be based on length of continuous (unbroken) service, with an organisation listed on the Modification Order at the date of redundancy, the employee's age and actual weekly pay* see below
- 9.3.6. Weekly Pay* Where an employee's actual weekly pay is less than the statutory redundancy weekly pay (check with HR for the current amount), then this amount will be used to calculate the redundancy figure.
- 9.3.7. The employee is entitled to receive:
- Half a week's pay for each year of employment in which the employee was aged 21 or under;
 - One week's pay for each year of employment in which the employee was aged between 22 and 40; and
 - One and a half weeks pay for each year of employment in which the employee was aged 41 or over
- 9.3.8. The maximum number of years of employment that can be taken into account is 20.
- 9.3.9. Employees on a variable hours contract and therefore no mutual obligation established regarding offering or accepting work, will have entitlement calculated on an individual basis over a continuous twelve-week period and in line with the number of hours worked.
- 9.3.10. Modification Order. Employees who are offered and accept employment with another organisation listed on the Modification Order before the date of redundancy, and where the start date for the new job commences within four weeks of the date of termination, will not be entitled to their redundancy payment. Their continuity of service will be preserved. Employees should check the relevant rules applicable to them if they are seeking or are offered such a job – the exact timescale involved will depend on the day of the week they are made redundant and when that offer is received.
- 9.4. **LGPS redundancy benefits**
- 9.4.1. Eligibility for redundancy benefits from the LGPS is separate to eligibility for a redundancy payment. If the employee is a member of the LGPS, is aged 55 or over, and has the required duration of membership they will be entitled to immediate payment of pension

¹ Statutory weeks are counted from Sunday to Saturday

10. Re-engagement of ex-South Cambridgeshire District Council Employees

- 10.1. Please refer to the Council's Pay Policy Statement
- 10.2. Chief Executive, Executive Director, Directors; the Council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment. Only in exceptional circumstances* will re-engagement be considered.
- 10.3. All other grades of employee; the Council will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Council and, on ceasing to be employed, is in receipt of a severance or redundancy payment within three years from cessation of employment, this includes casual bank assignments. Only in exceptional circumstances* will earlier re-engagement be considered.
- 10.4. *Exceptional circumstances. There are very few circumstances in which the council will consider re-engagement of former employees who have been previously made redundant as outlined above. Exceptional circumstances are defined as imminent risk of service failure.

11. Support

- 11.1. Support Services are available for all staff during organisational change such as;
 - Staff counselling services
 - Redeployment support
 - ACAS guide – how to manage change
- 11.2. Assistance for employees under notice of redundancy. The Council recognises the anxiety suffered by employees who are under notice of redundancy. The Council will provide as much support as possible during the formal consultation and notice period. This will include for staff under notice of redundancy:
 - Paid time off to look for work
 - Assistance in finding alternative work elsewhere including practical assistance writing CVs, attending interviews etc.
 - Redundancy counselling
 - Reasonable paid time off work to look for other work or to attend a meeting with the Benefits Agency
 - Unpaid time off to undertake training for alternative employment outside the Council or to consult a *bone fide* financial advisor
- 11.3. Requests for time off should be made in the first instance to the relevant line manager and will not be unreasonably refused.
- 11.4. **Redeployment**
 - 11.4.1. Employees have a shared responsibility with the Council in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

11.4.2. Where the employee is disabled the Council will take all reasonable steps and consider reasonable adjustments to support the employee in securing redeployment.

11.4.3. Redeployment List

11.4.4. A record of all staff who have been identified as 'at risk' will be held by the HR Team. Employees should complete a redeployment questionnaire. Appendix 4 – Redeployment Questionnaire & Guidance Notes.

11.4.5. The employee is responsible for submitting the completed form to HR in good time.

11.4.6. HR Support

11.4.7. The HR team will provide support and advice to individuals and line managers throughout this process. You can discuss any redeployment, re-training, interview skills training or job opportunities queries that you may have. Other redundancy support may also be provided.

11.4.8. Vacancies

11.4.9. All vacancies in a new organisational structure will be restricted to staff affected by change in the first instance.

11.4.10. Priority and/or guaranteeing interviews for all other vacancies in the Council whilst at risk or under notice of redundancy will depend on whether the employee meets essential criteria of the advertised post and the similarity of the current and new post.

11.4.11. Vacancies will be advertised on the council's intranet - Insite. Employees, who are 'At Risk', must ensure that they regularly check for job opportunities.

11.4.12. Link with Pay Protection

11.4.13. All employees on pay protection are responsible to seek and apply for vacancies to enhance their career development. If a vacancy arises and all essential criteria are met by the candidate on pay protection then the employee will be guaranteed an interview.

12. Appeals

12.1. Appeals can only take place once the consultation has closed and implementation period has started.

Stage of procedure	When	Who can appeal?	Address appeal to	On what ground	Timescales	Process
Phase 4/5 on notice of redundancy	On issue of notice of redundancy	Employee issued with notice of redundancy	Director of Service Area Cc HR	Reasonable grounds – not just unhappy with a decision. For example, unfair selection for redundancy or failure to consult him/her about the redundancy situation.	Submitted within 5 working days of the letter issuing notice or dismissing by reason of redundancy	A meeting will then be arranged with the Service Director who will consider the case and determine whether or not to confirm the decision. The outcome of the appeal will be communicated to the employee in writing within five days of the meeting. The decision of the appeal hearing will be final.
Phase 4/5 refusal of suitable alternative employment	After raising informally with line manager	Employees deployed to SAE post after receiving offer in writing.	Director of Service Area Cc HR	Reasonable grounds why not accepting the offer. Factors such as pay, hours, location, status, environment and responsibilities will be taken in account by a Service Director.	Submitted within 5 working days of the letter of suitable alternative employment.	As above.
Phase 4 – Voluntary Redundancy	If voluntary redundancy application is refused	Applicants for voluntary redundancy	Director of Service Area Cc HR	Reasonable grounds as to why believe decision should be reviewed	Submitted in writing within 5 working days of the decision.	As above

Appendix 1 Glossary of Terms

Term	Definition
At risk	Where a post has been identified as being substantially altered, has disappeared or is one of a number of similar posts which will reduce as a result of organisational change, 'At Risk' will be the term used to describe the employment status of the individual employee
Under notice	If no suitable alternative employment has been found then notice of redundancy will be issued in line with the employee's contract of employment.
Redeployment	Appointment to a post in the new structure following a member of staff being at risk of redundancy which may have different terms and conditions to the prior post.
Redeployment List	A list of staff members at risk of redundancy held by the HR team with a view to being given priority to job vacancies dependent on skill suitability.
Assimilation	When a post in the new structure is 80% unchanged compared with the existing post an employee would move into the new post by virtue of the posts being 80% the same. If more than one staff member is in a suitable post the posts will be ring-fenced. This used to be referred to as 'slotting in'.
Restricted Competition	Staff affected by the organisational change /restructuring are given priority for the selection and appointment to posts in the new structure.
Ring-fenced	Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.
Expression of Interest	An application form which allows a staff member to apply for a role when on the redeployment list.
Suitable Alternative Employment	A post offered to a member of staff in the new structure which is of similar status, weekly working hours, and duties as the existing post.
Selection Criteria	Criteria used to appoint to posts in the new structure.
Affected by Change	During the consultation process any posts that are affected by the proposed change will be identified. Staff in these posts will be advised in writing how the proposed change affects their post.

Appendix 2 Pay Protection

Pay protection will apply only where a South Cambridgeshire District Council employee moves to a new post which is no more than one grade lower than the existing post.

Pay Protection Scope

The Council's policy on pay protection provides protection for an employee's basic pay where it is reduced as a result of:

- Organisational restructuring;
- Redeployment into a post one grade lower than current post holding where an employee is at risk or under notice of redundancy

Aim

The purpose of pay protection is to reduce the number of staff leaving the Council by reason of redundancy and to retain the skills and experience of employees who have been identified as redundant by alleviating the immediate salary impact of this and provide a period of time for staff to adjust to their lower salary. It is also aimed to encourage employees to accept redeployment at lower salary levels where appropriate to retain their services.

The Council recognises the need to ensure that pay protection arrangements do not directly or indirectly lead to inequalities in pay and this guidance is in line with current legislation.

Entitlement

Pay protection will apply to redeployment and assimilation only where an employee has over 2 years continuous service with South Cambridgeshire District Council and where the new post is no more than one grade lower than the existing post.

Basic Pay

The pay protected will be the current pay rate for the job as defined by the pay and grading structure at the time of appointment to the new post.

Where an employee applies for and is offered a post as 'redeployment' if the new pay rate is lower than the existing pay rate, '**pay protection**' will apply (pay protection is the difference between the old and new pay rates from date of appointment in new post:

- For the first 12 months in post - 100% protection

Pay not protected includes additional hours worked (over-time), pay-related allowances, non-pay related allowances (e.g. annual leave), adjustments to the hourly rate due to standardisation of the working week, market supplements.

There will be no annual increment progression on the protected grade. If entitled to cost of living then this will be applied.

Changes to pay protection

If during the 12 month period the employee voluntarily changes job then the pay protection will normally cease upon appointment to the new post. Consideration may be given on a case by case basis for portability of pay protection if it is agreed that the new job is a

realistic career opportunity and the same grade as the current grade. On these occasions the pay protection would continue until the original 12 month expiry date – i.e. it cannot be extended past 12 months in total.

Pay protection may end within the 12 month period if the new current grade catches up with the protected basic salary.

At the end of the 12 month pay protected period, salary will be adjusted to the nearest equivalent salary scale point within the current grade according to protected salary.

There is no right to appeal at the end of pay protection.

Where pay protection applies, the additional cost will be funded from the originating area's budget.

Example Pay Protection for Suitable Alternative Employment and Redeployment through open competition

If the Council identifies a post as 'suitable alternative employment' and offer the post to the redundant employee, pay protection will be offered. Where the new post is a lower grade and the employee's current spinal column point is higher than the grade maximum, pay will be reduced to the maximum in the new band and the difference paid as 'protection' pay. As follows:

Example: (The salary change takes effect at the end of successful completion of the 4 week trial period).

Employee's current salary is £39,105

New post – grade 5 - Salary range for new post: £28,329 - £32,947

New Salary: £32,947 *

Pay Protection element: £6,158**

*Employee is at the top SCP point so would only receive appropriate increases on the new salary at pay progression relating to cost of living.

**The pay protection element will remain at £6,158 for 12 months (subject to single status guidance and/or changes to hours/post)

Appendix 3 – Selection Criteria Assessment Form

Selection Criteria Assessment Form

Name	
Section/Service area	
Job title	
Grade	
Start date at SCDC	

	Weighting	Score
Specific skills		
Essential qualifications		
Experience		
Work performance/standard of work		

Attendance record and timekeeping		
Disciplinary record		
Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained		

Selection Criteria Assessment Form

Guidance notes

- The proposed selection criteria and weightings will be subject to consultation with the trade unions
- The criteria and their relative weightings will be determined by the current and future needs of the organization. Weightings will take into account the council's service delivery requirements and need to maintain a balanced workforce.
- To achieve a total score for each employee, criteria should be weighted by a factor to reflect its relative importance.
- Assessments must be objective and supported by documented and verifiable evidence wherever possible. Managers should not allow preconceived opinions to influence the assessment process.
- Scoring should be carried out independently by two managers who know all the employees in the selection pool.
- Detailed notes should be kept at all stages of the assessment process, in order that they can be referred to in the case of an appeal.

Appendix 4 – Redeployment Questionnaire

Redeployment Questionnaire

All employees who are at risk of redundancy will need to complete this form to help the Council to find suitable alternative employment. Please complete the form and return it to Human Resources (Cambourne). Please attach separate sheets if used.

Section A	
First name(s)	Surname
Department	Section
Work phone	Home phone
Current job title	Grade
Current working hours	Location
Section B	
Transferable skills (skills you use in your current job or outside work, which you could use in a different job)	

Describe the kind of job you are interested in

Describe the kind of job you believe is suitable for you

Would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or move to a different staff category?

Is there anything that we need to take account of in terms of redeployment?

(physical restrictions, family needs, location etc)

Do you wish to apply for vacancies on a Job Share basis

Yes / No

Signature

Date

Guidance Notes: Redeployment Questionnaire

These guidance notes have been provided to assist you in the completion of the relevant sections of the Redeployment questionnaire.

You must complete the Redeployment questionnaire to be placed on the Redeployment list. This is your opportunity to tell us about your skills and experience so take time to complete the form providing examples to demonstrate any skills and experience (what you did, how you did this, the outcome).

This Profile will be used to initially assess whether vacant posts could be suitable alternative/alternative employment for you. It will form part of your application for any alternative posts which you express an interest in so you should include information from your current role but also any transferable skills, training, achievements, knowledge or abilities from previous roles or past experience. There is also the opportunity to add any additional information that you think would be relevant.

You should look on the Council's [Intranet - Insite](#) for details of any new vacancies. The link to this page will be emailed to you on a weekly basis.

Employees have a shared responsibility with the council in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

Where you wish to be considered for a vacancy which has not been flagged to you as potentially being Suitable Alternative Employment, you will be required to complete a regular application form to indicate your interest. You will need to do this for each specific vacancy that you wish to be considered for. The Redeployment questionnaire will then be used to assess your suitability for the post, particularly in terms of determining similarities between your current role and the redeployment opportunity and also assessing your key skills and experience against the essential criteria.

At the time of application, you may, however, upload additional information such as a supporting statement or CV, along with your application form. This will give you the opportunity to provide information about your skills and experience in relation to the person specification for that particular vacancy which is not already adequately covered within the Skills Profile.

Completing the Skills Profile:

Section A: Personal Details

Please ensure that all fields in Section A are fully completed.

HR will be able to assist you with any details or dates that you are not sure about.

Section B: Transferable skills

Please think about the main duties and responsibilities for your role, what skills and abilities that you use and how these could be applied to other job roles.

You may also have other skills, knowledge and abilities which do not form part of your current work role, they may have been gained through outside activities, personal interests and responsibilities you have become involved in for personal interest or development.

These may include the skills under headings such as: communication (oral and written), interpersonal, customer service, financial awareness, technical, planning and organising skills, creativity and innovation, initiative and problem-solving, your ability to work for and with others and your knowledge of the council's services. These are only examples, and you may categorise your skills base as you consider appropriate.

You may wish to use extracts from your PDR.

Section C: Qualifications, training, study, personal development

Please tell us about any qualifications, training, study or personal development that you have undertaken. These may have been gained at college, university, home learning or through another organisation or body that you are connected with.

Section D: Experience

Please tell us about any experience that you have had. This may be work related (previous jobs or work experience) or voluntary experience (volunteering, local community groups, school governor, coaching or mentoring).

Section E: This covers the type of job role that you may be interested in

Please describe the type of role that you are interested in being redeployed to. For example, you may wish to move from a back office role to a customer facing position, or you may wish to only be considered for office based roles.

You will need to tell us if there is anything, such as location, hours of work, family care needs or physical restriction that we need to take into account.

It also allows you to confirm whether you would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or moving to a different staff category.

Appendix 5 – PILON business case form

Pay in lieu of notice (PILON) business case form

Name of employee being made redundant	
Job role	
Service area	
Manager/Service Head	
Date of notice of redundancy	
Contractual notice period	
Business case for recommending PILON	
Business impact including any impact on customer service	

OR	
Case on Compassionate grounds	

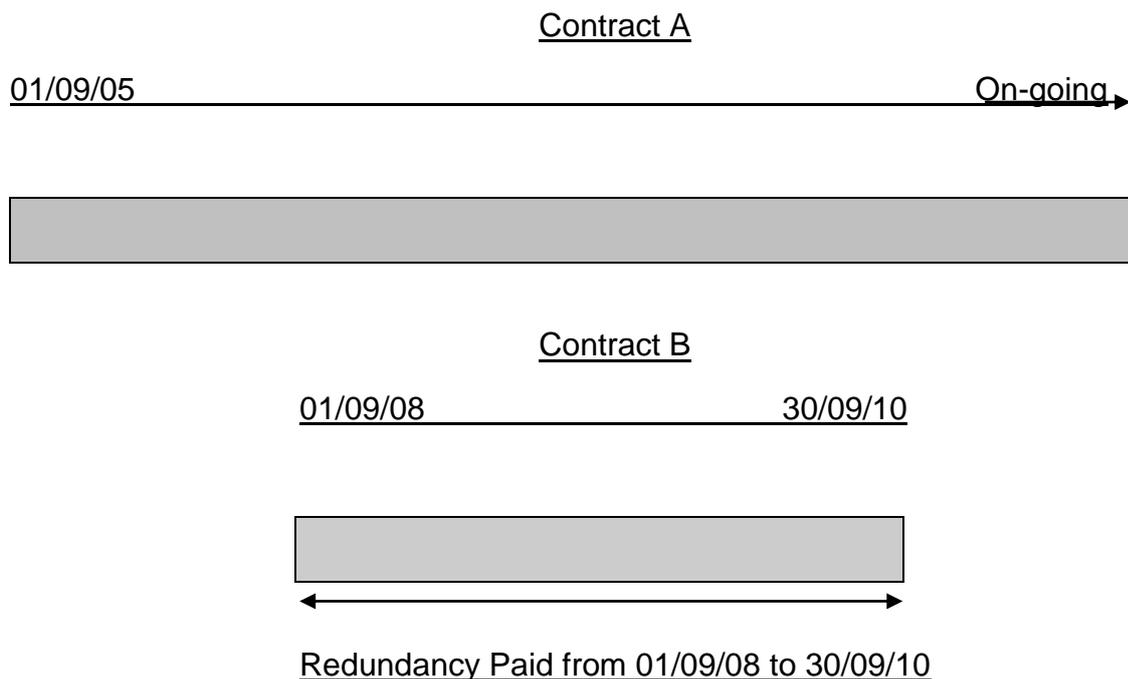
Pay in Lieu of Notice (PILON) will not be paid unless authorised by the Executive Director/Director

Signature: _____ **Date:** _____

Appendix 6 – Illustrative Redundancy Payment

Example A

An employee is employed in a part-time position starting 01 September 2005 (contract A). On 01 September 2008, he/she accepts an additional part-time post (contract B) and is employed on simultaneous contracts. Contract B is made redundant with effect from 30 September 2010. The employee's length of service in contract B exceeds 2 years. This means that he/she is eligible for a redundancy payment based on the employee's continuous service start date for that contract, i.e. 01 September 2008 to 30 September 2010



Example B

An employee is employed in a part-time position starting 01 September 2005 (contract A). On 01 September 2008, he/she accepts an additional part-time post (contract B) and is employed on simultaneous contracts. Contract B is made redundant with effect from 01 August 2010. The employee is not eligible for redundancy pay in respect of this contract because he/she has less than 2 years continuous service in that contract.

¹ Statutory weeks are counted from Sunday to Saturday

Appendix 7 Individual Consultation Checklist

Name:		Job Title:	
Date:		Location:	
Representative	Yes/No: Name:	If no, are they happy to continue alone:	
How are you feeling?			
Explain the purpose of the meeting			
Discuss current situation and what this means or might mean to the individual			
What are your initial thoughts, questions?			

Appendix 8 – TUPE FAQ

What does TUPE mean?

TUPE stands for Transfer of Undertakings (Protection of Employment) Regulations. Where a service transfers to a new organisation, or into the organisation, staff will be transferred to the new organisation under the TUPE regulations.

What happens to my existing terms and conditions?

Under the TUPE regulations you will maintain the terms and conditions you currently have unless the terms and conditions of the new employer are more favourable in which case you can elect to be employed under their terms and conditions.

Is continuous service protected under TUPE?

Yes.

How long will my terms and conditions be protected?

The answer is, as with many legal queries, "it depends". TUPE applies to all employees who were employed in the grouping immediately before the transfer, or who would have been so employed if they had not been dismissed by reason of the transfer, unless that reason was for an "economic, technical or organisational reason entailing changes in the workforce ("ETO").

All of the transferor's rights, powers, duties and liabilities under or in connection with the transferring employees' employment contracts pass to the transferee and any acts or omissions of the transferor before the transfer are treated as having been done by the transferee.

The transferee takes on the transferring employees on their existing terms and conditions of employment.

Changes to terms and conditions will be void if the sole or principal reason for the change is the transfer itself unless (i) the reason for the variation is an ETO, or (ii) the reason for the variation is the transfer but the terms of the employment contract permit the employer to make the variation.

An employer cannot change terms and conditions (even by agreement) where the reason for the change is the transfer itself and there is no economic, technical or organisational reason for the change. Under TUPE the contract of employment transfers.

What happens if I don't want to transfer to the new employer?

If you do not want to transfer to the new organisation this would be deemed a resignation from your position.

Agenda Item 7



South
Cambridgeshire
District Council

REPORT TO: Employment and Staffing Committee
LEAD OFFICER: Susan Gardner-Craig

17 January 2019

Recruitment and Retention Report Shared Planning Service

Purpose

1. This report seeks to highlight the recruitment and retention issues which the planning service has experienced over the last few years and what actions have been undertaken to date to address the recruitment and retention issues.
2. This is not a key decision because the report is for information purposes only.

Recommendations

3. It is recommended that the employment and staffing committee notes actions taken to date as we continue to work with our partners and stakeholders to ensure that the Council's offer is competitive to attract candidates in a limited market pool and seek to retain our current staff.

Executive Summary

4. This report summarises the actions taken to date to address the recruitment and retention issues within the planning department. A summary of the activities introduced in the last few years includes the following:
 - A 15% market factor supplement was introduced in 2015
 - Introduced Planning project officers in 2015 who have successfully moved into senior planning roles in the Council
 - Continually engage on a regional level to address the shortage of planning professional with partners such as the East of England Local Government Association, Royal Town Planning Institute, universities, colleges and other local authorities.
 - Part of the trailblazer organisation for developing chartered town planner apprenticeship standards due to be completed in early 2019
 - Hosting gap year students from 2017
 - Signed a regional memorandum of co-operation which set up the Public Practice, a not for profit social enterprise that places outstanding built environment experts within forward thinking public authorities. We successfully secured an associate in 2018 and have been placed with 2 associates for 2019
 - Re-introduced payment of professional fees
 - Introduced a simplified application process in 2018
 - Introduced 'Golden Hello' in January 2019
 - Introduced an employee referral scheme in January 2019
 - Reviewed the relocation policy in December 2018 which the intention of gaining approval for the policy early 2019
 - Carried out a salary benchmarking exercise in August 2018
 - Attending Recruitment fairs and universities to seek out talent and promote the Council

- Exploring development opportunities with the private sector
- Reviewing job descriptions and role design to enable flexibility and enhanced development opportunities

5. Background

There is a national shortage of planners in the country. The research carried out by East of England Local Government Association (EELGA) notes that the East of England is significantly lacking in the capacity and skills to deliver the region's growth agenda. This is particularly true in the Cambridgeshire area and its neighbouring counties because of the high growth experienced in the area.

The key issues itemised by EELGA are a lack of capacity in the region, an ageing workforce, high turnover and retention issues, lack of experience of senior planners and the quality of recruitment because of a lack of flexibility in the local government recruitment processes and job design.

EELGA suggested action plans that can be carried out by individual councils, at sub-regional level and at a regional level. Actions identified included, working collaboratively with other councils to share posts, training up technicians to become planners, redesign work roles and allocation, Continuous Professional Development training, consider the introduction of career progression roles, revisit the benefit package, develop relationship with universities and colleges, talent pipeline development, flexibility in recruitment, work experience and apprenticeship schemes, promote the profession and collaborate with RTPi.

SCDC has been very active at the regional and national level. We have also worked on a number of the actions identified at a local level. We have collaborated with councils across the region to share good practice and focussed on the learning and development of talents.

A HR project was initiated in 2016 to look at some of the recommended actions from EELGA. The project achieved the following outcomes at the time:

- Interim marketing material was developed to aid recruitment drive, which was applicable to all adverts within the Council.
- As a result of our lobbying activities to increase the entry of planning professionals, SCDC became part of the trailblazer group for developing the chartered planner apprenticeship standard. The trailblazer group is developing the end point assessment for the chartered Town Planner apprenticeship and will be looking to recruit the 1st cohort at the summer of 2019.
- Regular review of the recruitment needs of the service, and working collaboratively with the service managers and agencies for temporary recruitment.
- Gained approval to have a dedicated resource for workforce development for the planning service (Business Development Manager - yet to be recruited).
- During the lifetime of the project, links were established with institutions of higher learning such as Huntingdonshire College and Anglia Ruskin University.

- A HR working group across local authorities was set up to actively share good practice.
- A pilot gap year for a planning student from Sheffield Hallam University was agreed to test the entrance level requirement for new recruit in 2017/2018. This model was used successfully and there are plans to regularly employ gap year students
- The Council also signed up to regional memorandum of co-operation for the collaboration on the training and career development of Town Planners/place shapers within the region. The MOU resulted in the development of a not for profit social enterprise called Public Practice. SCDC was the only Council outside of London that submitted a successful bid for an associate in the first round of Public Practice's placement in 2017. We have again successfully bid for 2 Associates, who are due to join us in the spring of 2019.

The service through the shared service programme intends to introduce a career graded structure alongside career progression scheme with a key focus on learning and development. The service is also proposing to have a responsible officer for learning and development to support staff career aspirations and increase its budget on training and development. The service has also attended graduate recruitment fairs and initiated recruitment activity at the Royal Town Planning Institute convention and Housing conference.

Corporately, the HR team have actioned a number of interventions to enable recruitment. This includes the re-introduction of professional fees, securing 10% train travel discount with Greater Anglia, simplified application process, applied for a sponsorship certificate to employ professionals from overseas, introduced an employee referral scheme, reviewed the relocation policy to increase the amount on offer and expanding its use to attract candidates from outside of the area and the introduction of Golden Hellos as a retention premium. The Council has also commenced its digitisation journey which will enable officers to work at any place with ICT; this would enable the Council to recruit from outside the immediate area with limited need to travel to Cambourne or Cambridge.

In addition to the national context of the shortage of planners, the officers within the planning service have often raised that the salary on offer at the Council was not competitive enough when set against the cost of living in the Cambridge area and the salary offer in the private sector and neighbouring authority e.g. Huntingdon District Council who appear to pay £5000 more for equivalent grades for planning roles. It is worth noting that Huntingdon District Council is not part of the National Joint Council (NJC) and does not use the same job evaluation and grading scheme as other councils. The NJC is the national negotiating body for pay, terms and conditions for local government workers.

To address the salary issue, a 15% market factor supplement was introduced in February 2015 which applied to senior and principal planning officer roles. The market factor supplement lead to successful recruitment at the time but largely unsuccessful with retention as the supplement is not consolidated into pay. The service also introduced six project officer posts in November 2015 with a view of

growing our own planner in 2015. Four of the project officers successfully moved into senior planning officer roles in the last few months.

In April 2018, Cambridge City Council (CCC) TUPE transferred its planning staff to SCDC to form the Greater Cambridge Shared Planning service. Prior to the transfer, it was noted that both service's technical team were not aligned in terms of naming convention. Whilst SCDC had team leaders as its senior technical staff, CCC had principal planners as its senior technical staff. The SCDC senior and principal planners were also in receipt of market factor supplement which the CCC planners were not in receipt of. The table below shows the grading structure for technical staff.

Job Title	Cambridge City Council Grade	South Cambridgeshire District Council Grade
Team Leader	N/A	£39496 - £45718
Principal Planner	£38052 -£42806	£33276 - £39496
Senior Planner	£33136 - £37107	£28612 - £33276
Planning officer	£23866 - £28221	£23984 - £28612
Trainee Planning officer	£20541 - £23866	N/A

It should be noted that even though there appears to be a difference in the pay offer, the like for like comparison of roles profile suggests that both CCC and SCDC pays on the same pay brackets with higher head room in the salary scale for SCDC. For example SCDC's team leader is the equivalent to Cambridge City Council principal planner, SCDC's principal planner is the equivalent to the City Council senior planners, SCDC's senior planners is equivalent to Cambridge City planning officers.

To further verify the assertion that the pay on offer is not competitive, in August 2018, a benchmarking exercise was carried out to assess whether the salary offer at SCDC was competitive using the benchmarking facility for the public sector called Epaycheck. The benchmarking data suggests that SCDC salary is competitive when compared with neighbouring authority but reveals that there is a mismatch between the naming convention at SCDC and the naming convention used nationally. This mismatch in naming convention creates a perception that equivalent posts are paid at a better rate than what is on offer at SCDC. A summary of the benchmarking data is shown in the table below.

Type of Role	Council	Salary Average	Maximum salary
Level 0- Operational/Support	East of England	£21,486.66	£29,909.00
	SCDC	£26,298.00	£28,612.00
	London	N/A	N/A
Level 1- Professional	East of England	£28,108.96	£37,107.00
	SCDC	£30,944.00	£33,276.00
	London	£32,106.56	£40,887.00
Level 2 – Experienced/Senior Professional	East of England	£42,597.00	£49608.00

SCDC ¹	£42,607.00	£45,718.00
London	£43,293.00	£50,000.00

However it is worth noting that the cost of living in the Cambridgeshire area is high and is similar to the cost of living in London. Public sector employers in London offer a pay consolidated enhancement e.g. The NHS offers a High Cost Area supplements depending on area. 20% of basic salary subject to a minimum payment of £4,473 and a maximum payment of £6,890 for inner London, 15% of basic salary subject to a minimum payment of £3,784 and a maximum payment of £4,822 for outer London, 5% of basic salary subject to a minimum payment of £1,034 and a maximum payment of £1,791 for fringe areas (rates from April 2020). At the time of writing this report, no public sector employer has introduced high cost area supplement within the Cambridgeshire area.

Another factor that adds to the complexity within the Cambridge area is the salary offer within the private sector. The benchmarking exercise showed that our salary is competitive for entry level roles but not for senior roles which attracts a performance related bonus which increases the attractiveness of the offer.

Considerations

6. In addition to the difficulty in recruiting and retaining planning officers, the Council has a number of hard to recruit positions. These include finance, LGV drivers and environmental health officers. It is fair to say that the recruitment difficulties appear more acute within the planning department. Much of what has been achieved corporately has applied to the planning department but a crucial issue which planning officers have raised is that the pay on offer is not competitive even with the benchmarking information.

A review of the salary offer within the planning service will necessitate a review of the salary offer for like for like roles across the organisation. The Council's pay and grading structure is set out under a collective agreement called the Single Status Any agreement which commits the Council to a pay strategy and any pay review which is applicable to some but not all officers in the council has the potential to increase the risk of equal pay claims.

It is also worth noting that the Council is unable to compete with the private sector when it comes to pay for similar reasons detailed above as they can unilaterally alter pay offer. It is also common practice to offer individualised pay packages rather than use a grading system within the private sector.

Options

7. The report is mainly for information purposes. Most of the options available to the Council within the single status agreement have been explored.

Implications

¹ It is worth noting because of SCDC's naming convention detailed in the background, there is a salary grade that has been omitted in the comparator table (Grade 6, £33,276 - £39,496 with a salary average of £36,386) as these officers can be deemed as experienced professionals.

8. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

9. There have been financial implications of every intervention aimed at addressing the recruitment and retention issues. Any additional financial review will lead to significant spend on salaries across the Council, not just for the planning service only.

Legal

10. The Council is committed to the equal pay legislation as set out in the Equality Act 2010 and all recruitment and retention activities carried out has been done with this legislation in mind.

Effect on Strategic Aims

Aim 1 – Business Aim

11. A 21st Century Council

Background Papers

Where [the Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) require documents to be open to inspection by members of the public, they must be available for inspection: -

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

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