

## **Employment Committee Tuesday 29 November 2022**

A meeting of the above Committee will be held on Tuesday 29 November 2022 at the Town Hall, Royal Leamington Spa at 6.00pm and available for the public to watch via the Warwick District Council [YouTube channel](#).

Councillor P Redford (Chairman)

Councillor A Day  
Councillor K Dickson  
Councillor B Gifford  
Councillor R Hales  
Councillor J Kennedy  
Councillor P Kohler

Councillor M Mangat  
Councillor R Margrave  
Councillor M Noone  
Councillor N Tangri  
Councillor J Tracey

### **Emergency Procedure**

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced.

### **Agenda**

#### **1. Apologies & Substitutes**

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

#### **2. Declarations of Interest**

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

### 3. Minutes

To confirm the minutes of the Committee meetings held on:

- (a) 6 September 2022 **(Pages 1 to 5)**
- (b) 7 September 2022 **(Pages 1 to 1)**
- (c) Employment Sub-Committee 3 October 2022 **(Pages 1 to 2)**
- (d) To confirm that the minutes of the 17 February 2022 meeting should be sequentially numbered from Minute 13 and the page number start at 12, and the 15 March 2022 should follow on from this.

### 4. Corporate Apprenticeship Programme Update

To consider a report from People and Communications **(Pages 1 to 11)**

### 5. Amendments to Organisational Change Policies

To consider a report from People and Communications **(Pages 1 to 15)**

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# Employment Committee

Minutes of the meeting held on Tuesday 6 September 2022 at the Town Hall, Royal Leamington Spa at 6.00pm.

**Present:** Councillors Day, K Dickson, B Gifford, Hales, Kennedy, Kohler, Mangat, Noone, Redford, Tangri and Tracey.

## 1. **Appointment of Chairman**

It was proposed by Councillor Tracey, duly seconded and

**Resolved** that Councillor Redford be appointed Chairman of the Committee for the 2022/2023 municipal year.

## 2. **Appointment of Vice-Chairman**

It was proposed by Councillor Tracey, duly seconded and

**Resolved** that Councillor Noone be appointed Vice-Chairman of the Committee for the 2022/2023 municipal year.

## 3. **Apologies and Substitutes**

- (a) No apologies were received; and
- (b) Councillor Falp substituted for Councillor Margrave.

## 4. **Declarations of Interest**

There were no declarations of interest made.

## 5. **Minutes**

The minutes of the meeting held on 15 March 2022 were taken as read and signed by the Chairman as a correct record.

## 6. **Revisions to Senior Leadership Team**

The Committee considered a report from the Chief Executive which set out proposals to revise the Senior Leadership Team of Warwick District Council. The Council faced significant challenges in the context of its Medium-Term Financial Strategy, service demands and the need to evolve and adapt following the Covid-19 Pandemic, and the decision not to progress the merger with Stratford-on-Avon District Council, as well as an impending retirement. An interim structure was quickly implemented in May 2022, and it was now proposed to further revise this structure and formally realign functions within the reporting structure of the Senior Leadership Team.

Following the cessation of the merger process with SDC in arriving at the proposed structure attached at Appendix 2 to the report, it was important to achieve the following outcomes:

- To provide stability for the organisation following the impact of the pandemic and the abandoned political aspiration to merge.
- To recognise that, in line with the current budgetary forecast, the Council needed to achieve recurring general fund savings of at least £2.4m over the next four to five years but with that figure likely to increase significantly.
- Whilst proposing to reduce the Service Areas by two, aiming to ensure that there was an equitable balance in the overall quantum of work across all Service Heads positions.
- To recognise that the Senior Leadership Team were experiencing exceptional demands on their time, with both statutory responsibilities and political aspirations needing to be delivered.
- To recognise that there would need to be Service prioritisation of work and that it was not feasible for the full extent of all the Council's programme of work to be delivered at the same time. It had to be carefully programmed over a longer period.

It was important to note that the approach to ways of working was not about working in 'silo' and that there would be areas where cross – functional working would be imperative and would be expected.

The existing organisational structure was illustrated at Appendix 1 to the report and the proposed structure in Appendix 2 to the report. The proposed structure reflected that following the cessation of the merger with SDC, there was a vacancy as Head of Environment and Operations and that the Head of Culture, Tourism and Leisure had served notice that she would retire as from 30 September 2022. The opportunity had been taken therefore not to re-appoint to these two positions, but to redistribute the services and activities of the Service Areas across the Council so reducing the number of Heads of Service by two. The redistribution of the services affected some areas rather more than others. Other more modest changes were also proposed. Overall, the changes reflected the Council's emerging Digital Strategy, for example, in aligning Benefits and Customer Service with ICT and the role that Arts could play with economic development and regeneration. Also, in that leisure management and green spaces services were related to the promotion of health and well-being and so had been aligned with other services that also contributed to these core policy objectives of the Council.

There were two other Head of Service posts that were currently vacant and were both currently filled on an interim basis by existing employees. As part of the proposed structure, the current post of Head of Development Services was proposed in the new structure as Head of Place, Arts and Economy and would be subject to the process as set out in the WDC Redeployment Policy and Procedure and Section 3 of the Process for the Recruitment of a Chief Officer as detailed in Appendix 3 to the report.

As part of the new proposed structure, there was a proposal to delete the post of Policy and Projects Manager under the Chief Executive's scheme of delegation and subject to the decision of Employment Committee recommendation (1) the process as set out in the WDC Redeployment

Policy and Procedure would apply with a view to avoiding/minimising any redundancies.

The other vacant post was the Head of Finance (Section 151 Officer), and it was proposed that the process of making a permanent appointment should be started and that a Sub-Committee of five Members should be created.

Where a post had been deleted, the individual was put "At Risk", and employees were matched to posts where skills and experience were assessed.

In general, suitable alternative employment meant work that:

- the employee could reasonably be expected to do considering his or her level of seniority and skills;
- was on terms and conditions that were not substantially less favourable to the employee; and
- was suitable to the employee in the circumstances.

If approved by the Committee, the new structure would come into place from 1 October 2022, with recruitment to the roles of Head of Place, Arts and Economy and Head of Finance (s151) being progressed following agreement from this Committee to ensure permanent appointments as soon as possible.

On reviewing the procedure adopted by the Council, following the decision not to progress with the merger with Stratford-on-Avon District Council, officers noted a small number of references to working with SDC within the procedure that had been removed. In addition, officers noted that the proposed Sub-Committee of three Councillors would comprise of a Councillor from each of the Conservative, Liberal Democrat, and Green groups. Reflecting on this it was considered a sub-committee of five Councillors would have greater reflection of the political proportionality of the Council. This would be made up of two Conservative, and a councillor from each of the Liberal Democrat, Green and Labour Groups. While this was not in line with the procedure it was the Committees' decision on the size of Sub-Committee it wished to appoint.

This Council usually as part of its recruitment processes, advertised vacant posts internally first, as part of the process of encouraging staff development but had in some circumstances also advertised externally at the same time. The choice of process had significant implications time wise – 3 to 4 weeks for internal first compared to 3 to 4 months if external. In this case choosing the latter would not help the Council's budget setting process which needed to be completed by end of February 2023. The Chief Executive would discuss these approaches with Group Leaders and the Chair of the Employment Committee.

In terms of alternative options, should the Employment Committee choose not to make these amendments to the Senior Leadership Team structure then work on the implementation of the Business Strategy and ongoing projects would be impeded because of the continuing uncertainty. There were a variety of options that could have been considered but given the political direction to achieve and maintain stability quickly. those options were not appropriate.

An addendum circulated prior to the meeting advised of the following amendments to the structure detailed in Appendix 2 to the report:

- that Community Health & Wellbeing would remain under the Service Area of Housing, and would report to the Portfolio Holder for Health & Community Protection; and
- that the name of Communities, Environment and Leisure Services would change to Safer Communities, Leisure, and Environment.

The Chief Executive briefly outlined these changes and informed Members of the political proportionality in the sub-committee that, subject to the agreement of the recommendations in the report, would be formed for the recruitment of a Head of Finance.

The Leader of the Council stated that in the interests of strong cross-party working, he would be gifting one of the Conservative's seats on the proposed sub-committee to the Whitnash Resident's Association to ensure that all parties were included in the recruitment process.

In response to questions from Members, the Chief Executive stated that:

- it was his understanding that the sub-committee had to be formed from existing members of the overall Employment Committee and Members not on Employment Committee could not be co-opted on to the sub-committee. He understood Members' concerns about not utilising potential expertise outside of the Employment Committee so would check the procedure and get back to them; and
- the new structure had been carefully worked out by himself and the Leader of the Council. He noted that it may not be perfect, but they had tried to match the Service Area and Portfolio Holder remits as closely as possible.

The Leader of the Council added that, subject to the Committee's decision, a diagrammatic explanation of the new structures in relation to the Portfolio Holders, which would then align to the Programme Advisory Boards, would be circulated.

In response to further questions from Members, the Chief Executive advised that:

- after the cessation of the merger with Stratford-on-Avon District Council, he did not think it was appropriate to change the existing structure too drastically, as giving staff as much certainty as possible was a priority;
- after the pandemic, it had been a struggle to recruit for vacancies within the Council and workloads had not reduced, so going forward, new strategies would have to be devised and the need for additional resources may have to be considered on a case-by-case basis; and
- he would not be considering outsourcing recruitment to the private sector at this time, although going forward there might be opportunities to share services with other authorities.

It was proposed by Councillor Hales and seconded by Councillor Day, and

**Resolved** that

- (1) the new Senior Leadership Team Structure, as set out at Appendix 2 to the report, be approved, to start from 1 October 2022, and that the line reports (note existing Structure at Appendix 1 to the report) be noted;
- (2) officers be asked to include the overall salary budget reduction within the Medium-Term Financial Strategy and that it be reported to Cabinet as part of the next Budget Monitoring report; and
- (3) the minor amendments to the Recruitment Guidelines set out at Appendix 3 to the report be noted.

**Recommended** to Council that authority be delegated to the Monitoring Officer to update the Constitution (including the scheme of delegation) to reflect the new structure, roles, and responsibilities.

(The meeting ended at 6.42pm)

CHAIRMAN  
29 November 2022

# Employment Committee

Minutes of the urgent meeting held on Wednesday 7 September 2022 at the Town Hall, Royal Leamington Spa at 7.25pm.

**Present:** Councillor Redford (Chairman), Councillors Day, K Dickson, B Gifford, Hales, Kennedy, Kohler, Mangat, Noone, Redford, and Tracey.

## 7. Apologies and Substitutes

- (a) Apologies were received from Councillor Tangri; and
- (b) Councillor Falp substituted for Councillor Margrave.

## 8. Declarations of Interest

There were no declarations of interest made.

## 9. Appointment to Employment Sub-Committee

The Committee considered the proposals for membership of the sub-committee for the recruitment of a Head of Finance (Section 151 Officer).

In respect of the main item, the Leader explained that he had gifted one of the allocated seats from his group to the Whitnash Residents Association as he was entitled to do under the Local Government & Housing Act 1989.

**Resolved** that

- (1) the membership of the sub-committee is as follows:

Councillor R Hales
Councillor J Kennedy
Councillor P Kohler
Councillor M Mangat
Councillor R Margrave

- (2) dispensation be granted to Councillors may not attend the shortlisting but still attend the final interview stage.

(The meeting ended at 7.31pm)

CHAIRMAN  
29 November 2022



# Employment Sub-Committee

Minutes of the meeting held on Monday 3 October 2022 at 4.30pm at the Town Hall, Royal Leamington Spa.

**Present:** Councillors Hales, Kennedy, Mangat, Margrave.

## 1. Apologies

Apologies for absence were received from Councillor Kohler.

## 2. Appointment of Chairman

It was proposed by Councillor Hales, duly seconded by Councillor Margrave and

**Resolved** that Councillor Mangat be appointed Chairman of the Sub-Committee.

## 3. Declarations of Interest

There were no declarations of interest made.

## 4. Public and Press

**Resolved** that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following two items, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below:

Minute Nos.	Para Nos.	Reason
5 - 7	1	Information relating to an individual
5 - 7	2	Information which is likely to reveal the identity of an individual.

## 5. Vacancy – Head of Service, Finance (s151)

**Resolved** to shortlist a candidate for the vacancy for Head of Finance (s151).

## 6. Meeting Adjournment

The Chairman adjourned the meeting until 10.30am on Monday 10 October 2022.

(The meeting was adjourned at 4.45pm)

Resumption of the adjourned Employment Sub-Committee meeting held on Monday 10 October 2022 at 10.30am.

**Present:** Councillor Mangat (Chair); Councillors Kennedy, Kohler and Hales.

## 7. **Apologies**

Apologies for absence were received from Councillor Margrave.

The Chairman confirmed with Members that the position on declarations of interest declared at the beginning of the meeting held on 3 October 2022 still stood and confirmed that the meeting was still in confidential session.

## 8. **Vacancy – Head of Finance (s151)**

The panel reviewed the presentation and interviewed one candidate who had been shortlisted in the meeting held on Monday 3 October 2022.

**Resolved** to offer the position of Head of Finance (s151) to Mr Andrew Rollins.

**Recommend** to Council that subject to the acceptance of the role of Head of Finance, by Mr Andrew Rollins, he also be appointed as s151 officer for the Council.

(The meeting ended at 11.30am)

Title: Corporate Apprenticeship Programme Update  
Lead Officer: Tracy Dolphin / Elaine Priestley  
Portfolio Holder: Councillor Tracey  
Wards of the District directly affected: None directly impacted

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## Summary

This report presents an annual update in relation to the Warwick District Council Corporate Apprentice Programme.

## Recommendations

It is recommended that the Employment Committee:

- (1) Approves that the redeployment period is extended to 12 weeks prior to the end of the apprenticeship and employment.
  - (2) Notes the content of the report and the Apprenticeship Update (Appendix 1)
  - (3) Notes that although the Public Sector Apprenticeship target was discontinued with effect from 31<sup>st</sup> March 2022, Warwick District Council continues to publish progress voluntarily.
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## 1. Background/Information

### 1.1 Corporate Apprentice Scheme

- 1.1.1 As of October 2022, since its launch in 2018 the Corporate Apprentice Scheme:
- has funded opportunities for 23 apprenticeships
  - to date 10 secured alternative employment with the Council – this includes five in the last year
  - 5 are still undertaking their apprenticeships
  - 8 successfully completed their apprenticeships and left for other opportunities
  - we are in the process of recruiting 5 more apprentices.

### 1.2 Career Progression

- 1.2.1 It is particularly positive to report that some members of staff who joined as Apprentices have progressed their careers and are now employed in managerial and professional roles, this year that has included:

- Learning and Engagement Officer
- Data Analyst
- Licensing Technical Support Officer
- Trainee Assistant Accountant
- Project Officer – Office Relocation Strategy (18 months)

### 1.3 **Levy Funded Training**

- 1.3.1 The Council made a payment of £71,789 in 21/22 which is a payroll deduction, processed directly from payroll each month using a % apportionment of Gross Pay. In order to maximise use of the Apprenticeship Levy the Council has taken the opportunity to secure apprenticeship training for existing members of staff, also funded by the Apprenticeship Levy. To date circa £320,000 worth of Levy Funded training has been accessed for established members of staff and £166,000 for apprentices.
- 1.3.2 This currently funds training for 16 permanent employees and a further 2 have completed their qualifications. The Council receives £55,000 of Levy Training funding each year but the Government tops up any excess costs by 95%. This training is largely at degree level.
- 1.3.3 Three of our first intake of apprentices are now in established positions and studying at degree level.

### 1.4 **Future Recruitment**

- 1.4.1 There is currently potential to corporately fund a further five apprentices this year, in addition to the three already appointed. The Council is actively recruiting to these opportunities at present.

### 1.5 **Public Sector Apprenticeship Target**

- 1.5.1 Public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their staff as new apprentices within the period of 1 April 2017 to 31 March 2022. From a low starting point 0.19% Warwick District Council has achieved an average of 1.76% in this time period. That is approximately a tenfold increase from its starting point.

Official DfE statistics [published earlier this year](#) shows most public sector bodies have so far failed to meet that bar over the first four years of the target. Average public sector apprenticeship starts between 2017-18 and 2020-21 as a percentage of headcount, was an overall average of just 1.7 per cent between April 2017 and April 2021. The average for Local Government was 1.2%.

**Warwick District Council Apprenticeship Target Progress**

<b>Reporting percentages</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021 - 2022</b>
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) as a proportion of employment starts between 1 April to 31 March	1.47	16.09	21.33	13.3	11.9
Percentage of total headcount that were apprentices on 31 March	0.21	2.39	3.71	4.59	2.08
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April to 31 March as a proportion of total headcount on 31 March	0.19	2.90	2.34	1.91	1.45

**1.6 Promotion of Corporate Apprenticeship Scheme.**

1.6.1 There were challenges recruiting during the pandemic and the opportunity and capacity to attend careers fairs has been limited over the last few years. However, in line with this Committee’s suggestion, press releases have been published and recently there was the opportunity to attend a school’s careers fair and the event was supported by two of the Council’s current Project Management Apprentices. They are great representatives of the WDC Apprenticeship Programme.

**1.7 Next Steps**

1.7.1 It is important to recognise the success of this initiative within the Council. There have been challenges over the last few years to provide a positive learning opportunity with remote based working. This has been achieved through ‘remote’ apprenticeship networking events and service area initiatives.

1.7.2 Work will continue to support current apprentices in a changing workplace. A networking session has been arranged for recent recruits and their managers in December.

**2. Alternative Options available to Employment Committee**

2.1 The Employment Committee could decide not to support the recommendations.

**3. Consultation and Member’s comments**

3.1 The report will be considered at JCF 15<sup>th</sup> November 2022 and MTUJP on the 28<sup>th</sup> November 2022.

**4. Implications of the proposal**

**4.1 Legal/Human Rights Implications**

4.1.1 None.

**4.2 Financial**

4.2.1 There are no financial implications.

**4.3 Council Plan**

4.3.1 The Council Plan has an external and internal focus as follows:

<b>External</b>	<b>Internal</b>
People – Health, Homes, Communities.	Effective Staff.
Services – Green, Clean, Safe.	Maintain or Improve Services
Money – Infrastructure, Enterprise, Employment.	Firm Financial Footing over the Longer Term

4.3.2 The Apprenticeship Programme supports both the internal and external focus. Supporting employment, providing training enabling effective staff to maintain and improve services.

**4.4 Environmental/Climate Change Implications**

4.4.1 No implications.

**4.5 Analysis of the effects on Equality**

4.4.2 This has been reviewed and is not necessary at this stage. The Council’s recruitment processes include best practice in the promotion of equalities.

**4.6 Data Protection**

4.6.1 There are no implications at this stage.

**4.7 Health and Wellbeing**

4.7.1 There is a positive impact on the health and wellbeing of existing employees utilising the training element of the apprenticeship programme to support skills and knowledge enhancement. Equally there has been feedback from teams where our new apprentices have joined to indicate a rejuvenation of having an apprentice join the team to bring new ideas and ways of working

**5 Risk Assessment**

5.1 There is a risk of not recruiting to posts.

**6 Conclusion/Reasons for the Recommendation**

**6.1 Reasons for the Recommendations**

6.1.1 **Recommendation 1** When working with Stratford DC policies were aligned to give a standard 6 week security of employment period in instances where employment is at risk. During this period those ‘at risk’ to have prior opportunity to be considered for vacancies and redeployment. This potentially limits the notice period and costs and is appropriate in instances when the work has ceased, either on grounds of redundancy or the end of a fixed term appointment. The recommendation to vary this for apprentices reflects that the termination date is implicit from the start of employment and aims to maximise the opportunity to secure permanent employment with the District Council.

6.1.2 **Recommendation 2** This is an annual report provided for Members consideration.

6.1.3 **Recommendation 3** The public sector apprenticeships target came to an end on 31 March 2022. From this date there will no longer be a target set for public sector employers.

Public sector employers who are currently required to report against the public sector apprenticeships target are asked to continue to gather, and later report:

- new apprenticeship starts
- total number of apprentices
- organisational headcount

The DFE will publish this data annually to support transparency and external accountability and help maintain the momentum public sector employers have built up once the current statutory target ends.

**Background papers:**

None.

**Supporting documents:**

None.

**Report Information Sheet**

Please complete and submit to Democratic Services with report

<b>Committee / Date</b>	29 <sup>th</sup> November 2022	
<b>Title of report</b>	Corporate Apprenticeship Programme Update	
<b>Consultations undertaken</b>		
<b>Consultee * required</b>	<b>Date</b>	<b>Details of consultation /comments received</b>
<b>Ward Members(s)</b>		
<b>Portfolio Holder</b>	8/11/22	Jody Tracey
<b>Financial Services *</b>		
<b>Legal Services (*SDC)</b>		
<b>Other Services</b>		
<b>Chief Executive</b>	8/11/22	Chris Elliott
<b>Head of Services(s)*</b>		
<b>Section 151 Officer</b>	8/11/22	Andrew Rollins
<b>Monitoring Officer</b>	8/11/22	Andrew Jones
<b>CMT (WDC)</b>	8/11/22	
<b>Leadership Co-ordination Group (WDC)</b>		
<b>Other organisations</b>		
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	Yes/ No Recommendation to: <del>Cabinet</del> / Council ..... Committee	
<b>Contrary to Policy / Budget framework?</b>	No/Yes	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No/Yes, Paragraphs:	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No/Yes, Forward Plan item – scheduled for ..... (date)	
<b>Accessibility Checked?</b>	Yes/No	



## Appendix 1

### Corporate Apprentices Programme Update

#### 1. Apprentices Funded by Corporate Scheme

Title	Qualification undertaken	Service Area	Cost	Training Duration	Completed
<b>April 2018 to March 2019</b>					
Revenue Apprentice	L3 Bus Admin	Finance	£5,000	18 months	Transferred to permanent establishment, now employed as a Lifeline Response Officer
Data Analyst Apprentice	L4 Data Analyst	ICT	£15,000	24 months	Transferred to permanent establishment now employed as Data Analyst
Digital Marketing Apprentice	L3 Digital Marketing Diploma	People and Comms	£4,000	18 months	Yes Left March 20
Arts Development Apprentice	L3 Community Arts	Culture	£2,500	18 months	Yes Left March 20
NS Bus Admin	L2 Bus Admin	NS	£2,000	18 months	Left April 20
Building Control Apprentice	L3 Business Admin	Development Services	£5,000	24 months	Transferred to permanent establishment, now Team Leader
<b>April 2019 to March 2020</b>					
Democratic Services Apprentice	L3 Business Admin	Democratic Services	£5,000	18 months	Left March 21
Construction and Surveying Apprentice	L4 Construction and Surveying	Asset	£9,000	24 months	Left Aug 21

Construction and Surveying Apprentice	L3 Construction and Surveying	Asset	£9,000	24 months	Transferred to permanent establishment, Career Graded Building Surveyor and studying degree apprenticeship in Building Surveying
AAT Apprentice	L2 & 3 AAT	Finance	£8,000	36 months	Transferred to fixed term trainee Assistant Accountant role, studying level 4 AAT
Arts Development Apprentice	L3 Events Asst	Culture	£9,000	18 months	Transferred to permanent Marketing Officer Role
Licensing Apprentice	L3 Business Admin	HCP	£5,000	18 months	Transferred to permanent Licensing Technical Support Officer
<b>April 2020 to March 2021</b>					
Finance Admin Apprentice	L3 Business Admin	Finance	£5,000	18 months	Left March 2022 – returning to university
Customer Services Advisor Apprentice	L3 Business Admin	Finance	£5,000	18 months	Secured permanent WDC employment subsequently left May 2022
Business Admin Apprentice	L3 Business Admin	Culture	£5,000	18 months	Transferred to permanent Sports Assistant role
Project Management Apprentice	L4 Project Management	Neighbourhood	£6,000	24 months	Transferring to Project Officer Role (FTC)

Learning and Engagement Apprentice	L3 Cultural Learning and Participation Officer	Culture	£9,000	18 months	Transferred to permanent Learning and Engagement Officer
Digital Marketing	L3 Digital Marketer	People and Comms	£11,000	18 months	Left May 2022

<b>April 2021 to March 2022</b>					
Project Management Apprentice	L4 Project Management	Neighbourhood	£6,000	24 months	Current
Project Management Apprentice	L6 Project Management	ICT	£22,000	48 months	Current

<b>April 2022 to date</b>					
Business Admin Apprentice	L3 Business Admin	Building Control	£5,000	18 months	Current
Learning and Engagement Apprentice	L3 Cultural Learning and Participation	Arts	£9,000	18 months	Current
Business Admin Apprentice	L3 Business Admin	Housing	£5,000	18 months	Current

## 2. Current Recruitment

We are seeking five apprentices in the following areas.

Post Title	Training	Service Area	Cost	Duration
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Arts Development Apprentice	L3 Events Asst	Culture	£9,000	18 months
Forestry Apprentice In partnership with Heart of England Forestry	L2 Forestry	Climate Change	£12,000	24 months
Business Admin Bereavement	L3 BA	Bereavement	£5,000	18 months
Climate Change Apprentice	L4 Project Management	Climate Change	£5,000	18 months
Digital Marketing	L3 Digital Marketer	People and Comms	£11,000	18 months

### 3. Apprenticeship Training Funded by Government Levy

The Apprenticeship Levy has funds/has funded training for 19 employees in established roles. The Council made a payment of £71,789 in 2021/22 which is a payroll deduction, processed directly from payroll each month using a % apportionment of Gross Pay. We receive £55,000 of Levy Training funding each year but the Government tops up any excess costs by 95%.

Four members of staff who joined us as apprentices are now undertaking further qualifications, three at degree level.

See table below:

	Internal Apprenticeships	Service Area	Title	Level	Provider	Length	Cost	Complete
1	Procurement Business Partner	Finance	Procurement Practices	L4		12 months	£9,000	Yes
2	Trainee Building Control Consultant	Dev Services	L3 Construction and Building Control	L3		24 months	£9,000	Yes
3	Development Monitoring Officer	Dev Services	RTPI	L7	UOB	36 months	£20,000	
4	Planning Assistant	Dev Services	RTPI	L7	UOB	36 months	£20,000	
5	Assistant Building Control Officer	Dev Services	Building Control	L6	University of Wolvs	36 months	£27,000	
6	Principal Accountant	Finance	CIMA	L7 CIMA	Kaplan	12 months	£20,209	
7	Internal Auditor (career grade)	Finance	Internal Audit	L7	Bham University	36 months	£17,000	

8	Internal Auditor (career grade)	Finance	Internal Audit	L7	Bham University	36 months	£17,000	Left
9	Service Desk Analyst	ICT	Cyber Security	L6	QA	48 months	£24,000	
10	Head of ICT	ICT	MBA Senior Leader Masters	L7	Keele University	24 months	£12,500	
11	<b>Trainee Building Consultant*</b>	Dev Services	Building Control	L6	University of Wolvs	36 months	£27,000	
12	<b>Business Support Manager (Building Control)*</b>	Dev Services	RTPI BA Professional Management (Chartered Manager)	L6	QA	48 months	£22,000	
13	Internal Auditor	Finance	Internal Audit	L7	Bham University	36 months	£17,000	
14	<b>Trainee Asst Accountant *</b>	Finance	AAT	L4	Kaplan	24 months	£8,000	
15	<b>Trainee Building Surveyor *</b>	Assets	Chartered Surveyor	L6	Coventry University	60 months	£27,000	
16	Planning Assistant	Dev Services	RTPI	L7	UOB	36 months	£20,000	
17	Revenues Team Leader	Finance	Operations/ Departmental Manager	L5	Pier Training	8 months remaining	£1,960	Transfer in
18	Planning Assistant	Dev Services	RTPI	L7	UOB	36 months	£21,000	

**\*Originally employed as apprentices**

Totalling circa £320,000 funding secured to support training for WDC employees. This is in addition to the £166,500 training funded for apprentices.

**Levels of apprenticeship**

Name	Level	Equivalent educational level
Intermediate	2	GCSE
Advanced	3	A level
Higher	4,5,6 and 7	Foundation degree and above
Degree	6 and 7	Bachelor's or master's degree

(Annual rate is hourly x 37 x 365.27 divided by 7)

Title: Amendments to Organisational Change Policies  
Lead Officer: Tracy Dolphin/Sue Firminger  
Portfolio Holder: Councillor Tracey  
Wards of the District directly affected: All

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## **Summary**

This report recommends amendments to the organisational policies and sets out proposals to support clarity and consistency in relation to staffing matters.

## **Recommendation(s)**

It is recommended that the Committee:

- (1) Approves the amendments to the Organisational Change Statement, Redeployment Policy and Procedure and Redundancy Policy and Procedure as a combined Redundancy & Redeployment Policy with effect from 30<sup>th</sup> November 2022 see Appendix 1 ((Summary of changes to amendments to joint policies) and Appendix 2 (Redundancy & Redeployment Policy).
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## **1 Background/Information**

Following the cessation of the merger process with SDC the joint organisational policies agreed at Employment Committee in April 2021 and amended in April 2022 to remove reference to SDC, have been reviewed further. This is to ensure they provide clarity and transparency when proceeding with a redeployment or redundancy within the Council.

- 1.1 This has been achieved through feedback, reflections and learning points from the process used prior and throughout the integration work. Full details of the amendments are highlighted in Appendix 1.
- 1.2 Supporting information will be aligned to these policies including procedures for managers; staff consultation timeline; business case proposals; health and well-being support; learning and development for skills enhancement where required and frequently asked questions.

## **2 Alternative Options available to Employment Committee**

- 2.1 Should the Employment Committee choose not to approve these amendments would result in retaining current working practices which were agreed when working with SDC. Feedback from Unison and staff support the proposed changes.
- 2.2 Engagement with the Senior Leadership Team Unison, JCF and MTU has taken place prior to the proposals being presented to Employment Committee.

### **3 Implications of the proposal**

#### **3.1 Legal/Human Rights Implications**

3.1.1 There are no implications arising at this stage.

#### **3.2 Financial**

3.2.1 There are no implications arising at this stage.

#### **3.3 Council Plan**

The Council Plan has an external and internal focus as follows:

<b>External</b>	<b>Internal</b>
People – Health, Homes, Communities.	Effective Staff.
Services – Green, Clean, Safe.	Maintain or Improve Services
Money – Infrastructure, Enterprise, Employment.	Firm Financial Footing over the Longer Term

3.3.1 The proposal will assist the Council to better achieve these outcomes by providing effective people policies.

#### **3.4 Environmental/Climate Change Implications**

3.4.1 No implication.

#### **3.5 Analysis of the effects on Equality**

3.5.1 There is no requirement to carry out an impact assessment because of these proposals.

#### **3.6 Data Protection**

3.6.1 There are no implications at this stage.

#### **3.7 Health and Wellbeing**

3.7.1 The proposals aim to recognise the emotional impact of these difficult situations to ensure that our policies support the health and well-being of our staff.

### **4 Risk Assessment**

4.1 The risks associated with these proposals are to ensure that there is clarity and an effective process in place to support staff.

### **5 Conclusion/Reasons for the Recommendation**

5.1 In adopting these proposals provides the Council with a fair and consistent basis to be applied to future staff changes.

### Report Information Sheet

Please complete and submit to Democratic Services with report

<b>Committee / Date</b>	29 <sup>th</sup> November	
<b>Title of report</b>	Amendments to Organisational Change policies	
<b>Officer / Councillor Approval *required</b>	<b>Date</b>	<b>Name</b>
<b>Ward Members(s)</b>		
<b>Portfolio Holder</b>		Jody Tracey
<b>Financial Services *</b>		
<b>Legal Services (*SDC)</b>		
<b>Other Services</b>		
<b>Chief Executive(s)</b>	28.10.22	Chris Elliott
<b>Head of Services(s)*</b>		
<b>Section 151 Officer</b>	28.10.22	Andrew Rollins
<b>Monitoring Officer</b>	28.10.22	Andrew Jones
<b>CMT (WDC)</b>		
<b>Leadership Co-ordination Group (WDC)</b>		
<b>Other organisations</b>	October 2022	Unison
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	Yes/No Recommendation to: <del>Cabinet / Council</del> Employment Committee	
<b>Contrary to Policy / Budget framework?</b>	No/Yes	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No/Yes, Paragraphs:	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	No/Yes, Forward Plan item – scheduled for ..... (date)	
<b>Accessibility Checked?</b>	Yes/No	



## **Appendix 1 - Summary of Amendments to Organisational Policies**

### **1 Joint Organisational Policy Statement**

This policy has been withdrawn completely as it is no longer relevant due to the merger between SDC and WDC not taking place. There was no previous policy, and it will not be superseded.

### **2 Joint Redundancy Policy & Procedure and Joint Redeployment Policy & Procedure**

2.1 These previous joint policies were withdrawn in April 2022 as they were no longer relevant due to the merger between SDC and WDC not taking place. The Policies were amended in May 2022 to remove any reference to SDC. This was the only change that occurred at that time.

2.2 It is now appropriate to review these policies to ensure that they are fit for purpose for WDC. Therefore, the following changes are proposed:

#### **2.3 General**

2.3.1 Amalgamate both policies under one policy entitled: "Redundancy & Redeployment Policy" to avoid duplication.

2.3.2 Amend title to confirm Policy only (there will be a separate document relating to the more detailed Procedures for Managers).

2.3.3 Removal of references to ill health and disability – these have now been incorporated into the Long-Term Sickness & Ill Health Capability Policy.

2.3.4 Supporting forms to be updated – Consultation Timeline, Business Case and other supporting information where required.

#### **2.4 Proposed Main Amendments**

##### 2.4.1 Expressions of Interest

The right to request redundancy by submitting an expression of interest in redundancy is proposed to be withdrawn. This we know caused confusion and raised expectations that may not have been fulfilled.

##### 2.4.2 Trial Periods

It is proposed to revert to a 4-week trial period from 6 weeks (with an extension if required) – the aim of amendment is to make the decision regarding their position in a more timely manner to support staff and take away uncertainty.

##### 2.4.3 At Risk/Consultation Period

It is proposed to revert to not putting staff 'at risk' until after the consultation period has ended – this is to ensure that the consultation is at the start of the process and is meaningful. Only once consultation has been concluded and signed off will the at-risk process occur, if required.

##### 2.4.4 Job Descriptions

It is proposed to revert to including job descriptions and person specifications within the consultation period.

If jobs are required to be evaluated, although Job Evaluation will continue to take place prior to consultation starting, job descriptions and person specifications will still be open to consultation with staff (with amendments taken back to the Hay Evaluation Panel if necessary).

#### 2.4.5 Approval Process

As there is no longer a Transformation Board, it is proposed that approval for restructures lies with one of the Chief Executive, Deputy Chief Executive or Director for Climate Change if there are no costs, or with Cabinet if costs or other service implications are involved e.g. for growth.

## **2.5 Proposed General Amendments**

- 2.5.1 Clarification that a member of Human Resources, the employees' line manager and the recruiting manager (if this is different from the line manager) will meet to review the skills matrix.
- 2.5.2 Removal of the option to provide additional information to the manager if an employee doesn't feel that their skills matrix covers the requirements of the form as all relevant information should be provided on the form.
- 2.5.3 Amendment to specify weekly review meetings during the trial period.
- 2.5.4 Clarification that where both parties agree it may be possible to waive the trial period completely.
- 2.5.5 Clarification that if the employee decides that the new role is not suitable for them, they should discuss with their line manager in the first instance, rather than Human Resources.
- 2.5.6 Amendment to include that it will be discussed and agreed with the employee as to whether the 6 weeks maximum at-risk period is to be retained or whether the time spent on the trial period is to be added on to the at-risk period, to maximise redeployment opportunities.
- 2.5.7 Addition that Human Resources and an independent manager will hear an appeal against redundancy or matching.
- 2.5.8 Clarification that employees redeployed into a fixed term role that could potentially end of redundancy will receive the permanent (enhanced) redundancy terms and not the fixed term (statutory) ones.
- 2.5.9 Insertion of reference to the WDC existing policy regarding statutory redundancy payments only to Fixed Term Employees
- 2.5.10 Removal of the reference to "car allowances" in how redundancy payments are calculated.
- 2.5.11 Removal of the criteria that "employees may be required to use outstanding annual leave before their last day of employment depending on service requirements".
- 2.5.12 Clarification of support available to employees and managers.

# WDC Redundancy & Redeployment Policy



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

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## Revision History

<b>Document</b>	Warwick District Council (WDC) Redundancy & Redeployment Policy
<b>Author</b>	Sue Firminger, HR & Payroll Manager
<b>Date Completed</b>	Nov 2022
<b>Review Date</b>	Nov 2025

<b>Version</b>	<b>Revision Date</b>	<b>Revised By</b>	<b>Revisions Made</b>
1.0			
1.1			
1.2			
1.3			
1.4			

## Approvals

This document requires the following approvals:

<b>Name</b>	<b>Date</b>
Unison	October 2022
JCF	15 November 2022
MTU	28 November 2022
Employment Committee	29 November 2022

## Distribution

This document has been distributed to:

<b>Name</b>	<b>Date</b>
Senior Leadership Team	20 October 2022
All Staff	
All Members	

## 1 Policy Statement

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This policy aims to ensure that employees are treated fairly and consistently if a situation arises regarding redundancy or redeployment into another role,

This policy should be used in conjunction with the Redundancy & Redeployment Guidelines for Managers and the Staff Consultation Programme Template which sets out the procedure to follow in the event of a restructure, redundancy and/or redeployment situation.

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This policy seeks to maximise the opportunities for alternative options for employees facing potential job loss through redundancy.

For situations where redeployment is appropriate where the employee has become disabled (as defined by the Equality Act 2010), or where there is a long-term health condition, please refer to the Long-Term Sickness & Ill Health Capability Policy for further information. Where the situation has arisen due to a capability situation, please refer to the Capability Policy.

The highest priority will be given to maintaining security of employment as it is Council policy to avoid job losses wherever possible.

The Council will provide reasonable support to employees seeking redeployment in the circumstances set out above or in the event of a redundancy situation, including consideration of suitable redeployment opportunities, tailored training, and reasonable time off to look for alternative roles.

Employees who are 'at risk' of redundancy will be given prior notification for vacant posts and may express an interest in vacancies as part of the redeployment arrangements and to avoid a redundancy situation.

In instances where a post is revised as a result of a reorganisation, but not deleted, the Council will seek to assimilate employees into the revised role. If a post is deleted the Council will seek to redeploy staff into suitable vacant posts to preserve security and continuity of employment and to avoid redundancies.

If an employee is redeployed into an alternative role and is already undertaking an agreed course of study, funded or otherwise supported by the Council, consideration will be given to them continuing the course provided they follow the requirements of the Learning & Development Policy. Please refer to the Council's Training Policy for further details. If employees are prevented from continuing existing training because of redeployment, they will not be required to repay any related expenses to the Council.

The Council greatly values the contribution made by employees and is committed to the principle of avoiding redundancies wherever possible. However, there may be occasions where it is necessary to make posts redundant.

The Legal definition of redundancy (as defined by the Employment Rights Act 1996) is that it occurs if an employee is dismissed due to one of the following reasons:

- The Council has ceased, or intends to cease, continuing that type of work, or
- the requirements for employees to perform work of a particular kind, or to conduct it at the location in which they are employed, has ceased or diminished.

For a redundancy to be genuine, it must be demonstrated that the employee's job will no longer exist.

Redundancy payments are only payable to employees with over two years' continuous local government service in line with the Redundancy Payments Modification Order (Local Government).

Employees working on fixed term contracts for more than two years will be eligible for statutory redundancy payments if the reason for non-renewal is redundancy e.g. the work / funding ceases. Please refer to the Fixed Term Workers Policy for further information.

When it is necessary to consider redundancies, the Council commits to:

- Minimising the number of posts being made redundant as far as reasonably practicable

- 
- Treating employees affected by redundancy in a fair, consistent, and sensitive manner
  - Consulting fairly and in a timely and reasonable manner with employees and Unison
  - Following a fair selection process using clear and objective matching criteria, supported by Equality Impact Assessments where appropriate.
  - Seeking to find suitable alternative work in line with this policy
  - Following a fair dismissal procedure including making agreed redundancy payments.
  - Comply with relevant legislation relating to redundancy and equality

Where a service transfers to another employer, the Council will consider the legal requirements regarding the transfer of those staff who are engaged in providing that service to the new employer under TUPE.

This policy supersedes any previous documents at the Council. This policy does not form part of any contract of employment and will be updated regularly.

## **2 Scope**

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This policy applies to all employees of the Council with the exception of those who are employed on JNC terms, where this policy should be read alongside those terms.

This policy does not apply to casual workers, agency workers or consultants or self-employed contractors. This policy will not apply to other third party or partner organisations where employees are not employed directly by the Council.

## **3 Roles and Responsibilities**

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### SLT

The Senior Leadership Team (SLT) is responsible for ensuring adoption of and adherence to this policy.

### Managers

Managers are responsible for:

- adhering to this policy
- applying it fairly and consistently
- supporting affected staff

And with HoS approval and in conjunction with Human Resources

- consulting on any restructure proposals
- identifying those employees potentially at risk of redundancy and who may need to be redeployed

### Employees

Employees are expected to co-operate in providing any information needed to find suitable alternative employment, respecting the timescales outlined in the policy.

### HR

Human Resources are responsible for providing advice, support and guidance on this policy to managers and employees and for liaising with Occupational Health where appropriate.

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Human Resources will provide a representative for any formal meeting convened under this policy.

#### Unison

A Unison trade union representative or a workplace colleague may accompany employees at all formal stages of this policy.

## **4 Main Principles**

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#### Consultation

Consultation with affected staff will usually start informally and will begin when any changes to the service are being considered.

Formal consultation will begin once the proposals and, if appropriate, job descriptions are ready to be shared in a formal setting and will be for a reasonable period (for less than 20 people in a 90-day period) to allow time for meaningful consultation or for a maximum of 45 days (for more than 20 people in a 90-day period) - it may be ended sooner with the agreement of all parties.

All affected staff will have at least one individual formal consultation meeting and be invited to provide feedback on the proposals.

For individual redundancies occurring because of the expiry of a fixed term contract, Unison will not generally be consulted although the employee may be accompanied to any formal meeting by a representative of Unison (or a work colleague) if they wish.

#### Approval

Following consultation ending, approval will be sought from one of the Chief Executive, the Deputy Chief Executive, or the Director for Climate Change (depending on the Head of Service's line manager) for approval.

Approval will either be at this stage (if there are no costs) or following Cabinet (in cases where there are costs) and the final approved report will be shared with staff and Unison.

#### At Risk

The Council is committed to trying to find redeployment opportunities wherever possible. Therefore a 6 week 'security of employment' (or "At Risk") period will be guaranteed once the Business Case has been approved. The notice period will also commence and run concurrently.

Employees who are to be redeployed within the Council will be placed on a redeployment ("At Risk") register for 6 weeks.

Employees who are At Risk will be asked to complete a skills matrix

Employees At Risk will have prior knowledge of any remaining vacancies before they are advertised internally/externally.

Employees At Risk have the right to reasonable paid time off to seek alternative employment or arrange training.

#### Payment in Lieu of Notice

If at the end of the 6 weeks At Risk period no alternative employment has been found then employment will cease, and any remaining contractual notice will be paid in lieu.

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However, there may be occasions where it is agreed, depending on service requirements, to end the employment before the 6 weeks period is completed and to pay the employee in lieu of notice (PILON). Alternatively, an employee may remain employed but will not be required to attend their normal place of work during their notice period (i.e. put on "garden leave").

#### Assimilation

In cases where posts in the new structure are broadly similar to those within the existing structure, relevant employees will be assimilated into the new role.

#### Matching

Employees who are At Risk will be eligible for matching to vacant roles the same grade, one grade up or one grade down, considering their skills, abilities, knowledge, qualifications, work performance, attendance record and "live" disciplinary warnings.

For a match to be regarded as suitable alternative employment, the Matching exercise must ensure that:

- the employee can reasonably be expected to do considering his or her level of seniority and skills.
- is on terms and conditions that are not substantially less favourable to the employee; and
- other factors are taken into account e.g. reasonable adjustments

If there is more than one person matched to the same vacancy, the person who best matches the criteria will be offered the role. However, it may also be appropriate to use competitive interviews as part of the selection process for example where matching produces a close/tied result. A representative from Human Resources will attend all such interviews.

If a suitable alternative employment is identified which is 2 grades down from the employee's existing grade, this will be made as an offer (with salary protection) rather than a match. This can be reasonably refused by the employee.

Where an employee has been matched into a role that is a fixed term contract that could potentially end in a redundancy situation, the individual who has been redeployed will receive permanent (enhanced) redundancy terms rather than fixed term (statutory) terms.

If an employee unreasonably refuses the offer of suitable alternative employment/match they may lose their entitlement to a redundancy payment (see para above).

In the event of an employee not being successfully matched or redeployed to a role during their 6 weeks in the redeployment pool, they will be made redundant, where applicable, in line with the Council's scheme and will be paid accordingly.

#### Appeal against Matching

Employees are able to Appeal against matching by providing the reasons in writing, stating the grounds for the appeal.

Human Resources and an independent manager will review the employee's appeal and confirm in writing within five working days whether they accept that the role is not a suitable alternative. It may be necessary to hold a meeting to discuss the employee's appeal. If this is the case the employee will be invited to a meeting, which will normally take place within ten working days of receipt of the appeal and will have the opportunity to be accompanied by a colleague or Unison representative.



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If it is agreed that the role is not a suitable alternative for the employee, they will return to the redeployment pool and retain their right to a redundancy payment, (where applicable) unless further suitable alternative employment can be found. However, if the appeal is unsuccessful this will be deemed as a resignation and employment will be terminated at the end of the notice period without a redundancy payment (where applicable).

#### Trial Periods

Employees who have been redeployed/matched into a role and accepted alternative employment will be given a 4-week trial period for both the Council and the employee to establish whether the job is suitable.

It may be agreed in writing to extend the trial period if the new role requires the employee to have further training or due to annual leave, sickness, or any other extenuating circumstances.

During the trial period, weekly review meetings should be arranged between the manager and the employee to discuss whether the job is suitable considering performance, training requirements and any other relevant factors.

During the 4-week trial period details of all vacancies will continue to be sent to the employee.

There may be occasions where both parties agree to end the trial period early or waive it completely, for example where an employee is matched into the same or very similar role that they were doing before. Both parties must agree to this, and it must be in writing. The employee will then be confirmed in post.

If, during the trial period, the employee feels that the new role is not suitable alternative employment, they should discuss this with their manager at the earliest possible opportunity. If, in conjunction with their line manager and Human Resources, it is agreed that the role is not a suitable alternative, then the trial period will be ended and confirmed in writing. The employee will return to the redeployment pool for the remainder of the 6 weeks.

At this point, it will be discussed and agreed with the employee as to whether the 6 weeks maximum at-risk period is to be retained or whether the time spent on the trial period is to be added on to the at-risk period, to maximise redeployment opportunities. The employee will be entitled to their redundancy payment in the event that no suitable alternative employment can be found.

If the line manager and Human Resources still consider the role to be suitable, but the employee does not then there shall be no right to a redundancy payment (where applicable).

If during the trial period, the manager believes that the employee is unsuitable for the role, they must discuss this with Human Resources. If it is agreed that the role is not a suitable alternative for the employee, then this will be discussed with the employee, the trial period will be ended and confirmed in writing. The employee will return to the redeployment pool for the remainder of the 6 weeks.

At this point, it will be discussed and agreed with the employee as to whether the 6 weeks maximum at-risk period is to be retained or whether the time spent on the trial period is to be added on to the at-risk period, to maximise redeployment opportunities. The employee will be entitled to their redundancy payment in the event that no suitable alternative employment can be found.

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Once an employee completes the 4 weeks trial satisfactorily, this will be confirmed in writing by Human Resources and employment continues.

Where applicable, the date used for the purposes of calculating redundancy pay will be the end date of the original notice period (or what would have been the end date but for any payment in lieu of notice).

#### Salary protection

Redeployment offers/matches will be made at the grade and conditions of employment attached to the vacant post.

If an employee's current contractual pay level exceeds that of the new post, the employee's current basic salary will be protected for 30 months at 100% difference. This starts from day 1 of the trial period. In the first year only, any national cost of living pay award or annual incremental increase will be applied, and salary will be frozen thereafter. This protection is limited to posts where there is a maximum of a two-grade reduction.

Upon completion of the salary protection period, the employee will be paid at the top spinal column point of the grade of their new post.

Where an employee subsequently applies for and accepts a different post outside of any redeployment arrangement within the salary protection period, salary protection will no longer apply. Any salary protection applied in relation to the previous post will end and the member of staff will be paid the salary commensurate to the new role.

NB Salary protection will not apply to employees who apply to move to a post at a lower grade where this is not through the redeployment policy.

Salary protection will not apply where employees have been redeployed to a post at a lower grade as a result of action taken under the Disciplinary Procedure, Capability Procedure or the Managing Sickness Absence procedure. The exception to this is in regard to ill health and disability – please see the Long-Term Sickness & Ill Health Capability Policy for further information.

#### Protection of Conditions of Service

In considering whether the offer was one of suitable alternative employment, the issue of conditions of service will have been addressed. The inability to match conditions of service may render an offer unsuitable.

Any existing contractual payments which do not apply to the alternative role will be protected for a period of twelve weeks beginning on day 1 of the trial period

#### Redundancy Payments

Redundancy payments for permanent employees are based upon an employee's age, length of service and their actual weekly salary. Statutory redundancy payments are multiplied by 2.3 – please see the Redundancy Pay Calculation Table for further information.

Redundancy payments for fixed term employees are statutory – further details can be found in the Fixed Term Employees Policy

Redundancy payments are not taxable up to a maximum of £30,000. Any contractual payments, such as holiday pay and PILON are subject to tax and NI.

Redundancy payments are not payable when an employee is redeployed or unreasonably refuses an offer of suitable alternative employment.

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If an employee accepts a job offer from another organisation covered by the Redundancy Payments Modification Order (Local Government) before the termination of their employment, and the employment starts within four weeks after the date of redundancy then their service will be deemed as continuous and there will be no entitlement to a redundancy payment.

#### Pensions

Employees over the age of 55, who are members of the Local Government Pension Scheme (LGPS), may be entitled to early release of their pension benefits if they are deemed to be redundant. Employees should contact Human Resources in the first instance regarding this.

## **5 Support for Employees and Managers**

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Support is available to employees and managers from line managers, HR Business Partners, or their Unison rep (if applicable). Employee Support Officers are also available for support and guidance. Staff can also access face to face counselling and Occupational Health (through their HR Business Partner) or, if they are signed up to the BUPA Cash-Plan scheme, they also have access to the 24hr Employee Assistance Programme phoneline on 0800 269 616.

## **6 Policy Governance**

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The following table identifies who within Warwick District Council is Accountable, Responsible, Informed or Consulted with regards to this policy. The following definitions apply:

- Accountable – the person who has ultimate accountability and authority for the policy.
- Responsible – the person(s) responsible for developing and implementing the policy.
- Consulted – the person(s) or groups to be consulted prior to final policy implementation or amendment.
- Informed – the person(s) or groups to be informed after policy implementation or amendment.

<b>Accountable</b>	Tracy Dolphin, Head of People & Communications
<b>Responsible</b>	HR
<b>Consulted</b>	Unison, JCF, MTU, Employment Committee
<b>Informed</b>	All Council managers and employees

## **7 Review & Revision**

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This policy will be reviewed as it is deemed appropriate/when legislation dictates, but no less frequently than every 3 years.

Policy review will be undertaken by Human Resources

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## 8 References

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The following Warwick District Council policy documents are relevant to this policy:

- Redundancy & Redeployment Guidelines for Managers
- Staff Consultation Programme Template
- Disciplinary Policy
- Attendance Policy
- Capability Policy
- Fixed Term Workers Policy
- Long Term Sickness & Ill Health Capability Policy
- Training Policy
- Redundancy Pay Calculation Table

Sue Firminger, HR  
November 2022