Dear Sir/Madam,

The Cabinet Member for Central Services (Councillor J.A. Jackson) is to consider the following report and make a decision on Thursday 28th July, 2011 at 6 p.m. in Customer Services Interview Room, Ground Floor, Town Hall, Nuneaton.

Yours faithfully,

PHILIP RICHARDSON

Assistant Director - Corporate Governance

AGENDA

PART 1

PUBLIC BUSINESS

1. EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Yorkshire Bank on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.
2. **PUBLIC CONSULTATION** - Members of the public will be given the opportunity to speak on specific agenda items if notice has been received.

3. **HUMAN RESOURCES POLICY DOCUMENTS** – report of the Head of Human Resources attached.  *(Page 4)*
CORPORATE PLAN AIMS AND PRIORITIES

Aim 1 - To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire.

Priority 1 - To provide a choice of housing to meet the needs of the residents of the Borough.

Priority 2 - To create a healthy, diverse and robust economy which provides employment opportunities for local people.

Priority 3 - To work in partnership to improve health and reduce health inequalities for residents in the Borough.

Priority 4 - To develop a confident, cohesive and diverse community.

Aim 2 - To work in partnership to reduce the level of crime and disorder so that the community is and feels safer.

Priority 1 - Dealing with anti-social behaviour by working in partnership and provide diversionary activities to engage with youngsters.

Priority 2 - Environmental improvements and support for selective CCTV to reduce fear of crime.

Priority 3 - Use of the Council's enforcement powers to support community safety initiatives.

Aim 3 - To provide a pleasant environment for those living, working and visiting the Borough.

Priority 1 - To create a greener and cleaner environment.

Priority 2 - To lead in environmental issues addressing climate change and protection of the environment.

Aim 4 - To provide quality services which represent value for money.

Priority 1 - To continue to improve the performance and quality of key services.

Priority 2 - To improve access arrangements for all Council services and the way that those who use them are treated.

Priority 3 - To use value for money procedures to test the way all services are delivered.
Report Summary Sheet

Date: Thursday 28th July 2011
Subject: Human Resources Policy Documents
Portfolio: Central Services
From: Paul Lynch – Head of Human Resources

Summary: This report seeks to approve a number of Human Resources Documents.

Recommendations:
That the following Human Resources Policy Documents be approved:

- Flexitime guidelines
- Redeployment Policy
- Redundancy Guidelines

Reasons:
To ensure that the Council complies with employment legislation and good practice by providing clear, concise and up to date Human Resources documentation to assist consistency across the Council.

Options:
1. To accept the recommendations
2. To approve some Human Resources documentation. This may result in the Council not complying with employment legislation and good practice which may produce inconsistency in approach across the Council
3. Do not approve the Human Resources documentation. This may also result in the Council not complying with employment legislation and good practice which may produce inconsistency in approach across the Council

Subject to call-in: Yes
Forward plan: No
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**Equal opportunity implications:**

All Human Resource policies must have a consistent approach that allows the inclusion of all employees. An equalities impact assessment has been undertaken to ensure that there are no inequalities by the introduction of the documentation.

**Human resources implications:**

The introduction of the Human Resources documentation will assist consistency in approach across the Council.

**Financial implications:** None

**Risk management implications:** None

**Environmental implications:** None

**Legal implications:** None

**Contact details:**

Paul Lynch - Head of Human Resources  
Tel. No.: 02476376190  
paul.lynch@nuneatonandbedworth.gov.uk
1. **Purpose of the Report**

   1.1 To present and seek approval of a number of new and revised Human Resources Policy / Procedure / Guidance documents. These documents were previously presented for single member decision on 29th September 2010 and deferred pending additional information.

2. **Recommendation**

   2.1 That the following Human Resources Documents be approved:

   - Flexitime guidelines  (Appendix A)
   - Redeployment Policy  (Appendix B)
   - Redundancy Guidelines  (Appendix C)

3. **Background**

   3.1 On 29th September 2010, the Cabinet Member for Resources and Support considered a report relating to a number of new and revised Human Resources Policy / Procedure / Guidance documents.

   3.2 At that meeting, it was decided that the flexitime policy would be referred to an appropriate Scrutiny Panel for consideration and that a decision regarding the Redeployment Policy and the Redundancy Guidelines would be deferred pending additional benchmarking information and clarification on a number of issues.

   3.3 The development and review of Human Resources documentation provides a framework to assist a consistent approach across the Council and enhance the equalities agenda. An equalities impact assessment has been undertaken to assess the potential equalities impact the policy documentation may have upon the workforce.

   3.4 The provision of good quality documentation promotes and develops good Employee Relations with Trade Union Representatives.
4. Policy Documents

4.1 Flexitime Guidelines (Appendix A)

4.1.1 At the meeting of the Economic Scrutiny Panel on 3rd November 2010 it was resolved that the Flexitime Guidelines be approved subject to the recommendation that “since the work patterns of Democratic Services and Elections routinely sit outside the normal framework of the main policy document, these Services have separate and specific rules placed therein.”

4.1.2 A subsequent meeting was held with the Democratic Services and Elections Staff, the Assistant Director of Corporate Governance and the Head of Human Resources and it became apparent that there was a misunderstanding of the flexitime proposals. Following clarification of the proposals, the Democratic Services and Elections Staff confirmed that the proposed changes were acceptable to them.

4.1.3 The proposal is that the accounting period of 4 weeks will be extended to 8 weeks and the bandwidth will be extended from 08:00 – 18:00 to 07:30 – 19:00. The core working hours will change from 09:30 - 16:15 to 10:00 to 15:30. The changes will allow for a more flexible working pattern which in the current climate of restructure and change will benefit the Council.

4.1.4 The new scheme takes a much firmer approach to personal/medical/dental appointments stating that time taken during core hours should be worked back. This will reduce work time visits to doctors/dentists etc

4.1.5 It is expected that extending the start time will reduce stress and fatigue and employees may be less likely to report in sick.

4.1.6 The new core hours will also be helpful for people caring for children or other dependents.

4.1.7 The treatment of debits and credits is clear and specific. Failure to adhere to the process may have disciplinary consequences.

4.1.8 The Flexitime Guidelines will form part of an over-arching Flexible Working Policy which is currently being researched.

4.2 Redeployment Policy (Appendix B)

4.2.1 Following the decision of the Cabinet Member for Resource and Support on the 29th September 2010, a benchmarking exercise was carried out, and six responses were received. Five of the Councils confirmed that suitable alternative employment to be a new role that would be not more than one grade above or below the employees’ current grade.

4.2.2 Within the benchmarking group the period of protection varied from 1 year to 3 years and therefore the 2 years protection in our policy is deemed to be reasonable.

4.2.3 In addition the process for employees applying for higher graded jobs varied. Some Councils state that applying for higher graded jobs i.e. a promotion will be in open competition with other candidates. Other Councils use the same approach as NBBC in so much as the skills must be broadly similar and the employee must be capable of demonstrating basic suitability after a short period of training.
4.2.4 As part of the exercise, a discussion took place with the Regional Officer of Unison. It was concluded that where staff are redeployed into lower graded positions and protection applies, then those positions must be regarded as “suitable alternative employment” by both the Council and the employee concerned. This should avoid the redeployment of staff in positions where there is a significant difference in the substantive grades / salaries of the new position.

4.2.5 Following the benchmarking exercise it is felt that the proposed Policy in relation to Redeployment is fair and consistent and gives opportunities for employees who are placed ‘at risk’ through no fault of their own. The Policy gives a balanced approach to the protection of salaries which protects employees whilst allowing Assistant Directors to manage their budgets and Services Units.

4.3 **Redundancy Guidelines (Appendix C)**

4.3.1 These are new guidelines and have been produced to ensure that a fair and consistent approach is adopted when dealing with any redundancy situation.

4.3.2 This is particularly significant at this time of change within the Public Sector.

4.3.3 Following the comments made at the meeting held on 29th September 2010 and subsequent discussions with the Trade Unions, the guidelines have been amended to address the issues raised.

5. **Consultation**

5.1 Appropriate consultation has been undertaken with the Council’s Corporate and Extended Management Teams and the relevant Trade Union Representatives on the 3 policies. In addition, this report and the 3 documents have been brought to the attention of all staff so that they may make any comments or views.

6. **Conclusion**

6.1 The Human Resources Service regularly reviews and amends policy documentation where necessary to conform to changes in employment legislation and best practice.

6.2 The provision of appropriate Human Resources Strategies, Policies and Procedures will assist consistency across the Council and promote good Employee Relations with the Trade Unions.

Paul Lynch  
Head of Human Resources
Flexi-time Guidance for Employees

Issued by Human Resources
July 2011
Quality Record

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## FLEXI-TIME GUIDANCE FOR EMPLOYEES

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INTRODUCTION

This guide sets out the main principles of operation of the Flexitime Scheme and the rules which should be followed. Each eligible member of staff should receive and retain a copy.

The whole operation of the scheme is based firmly on the principle that the needs of the workplace must have priority. Employees may be required to attend at such times as necessary to ensure sufficient job coverage within office opening hours.

The scheme will be monitored throughout by both management and employees and its detailed application to each particular section may be the subject of agreed variations to allow the continued smooth and effective operation of the section seeking to ensure no loss of service to the public. Variations to the scheme which are considered necessary will be the subject of negotiation and details will be placed on the employees' personal file. It is expected that such variations will be kept to the absolute minimum by the application of common sense and goodwill from all parties concerned.

Nuneaton and Bedworth Borough Council guarantees to provide services between certain times. This is known as the standard working week.

The standard working week is 9.00am – 5.00pm Monday to Friday. The flexible working hours' scheme allows you a measure of choice in the times when you start and finish work provided:

- There is always cover for the standard week
- There is work available if you want to work outside the standard working week
- Your manager agrees to your start/finish times.

On any one day, there are set periods within which you must

1. Start work
2. Finish work
3. Take a lunch break

This means that there are set periods, known as core time, when you must be in work.

See diagram at appendix A

*This process may be withdrawn at any time with appropriate notice where necessary.*
FLEXITIME – EMPLOYEE INSTRUCTIONS

1. Hours of Work

The total number of contractual hours that must be worked is not affected. Full time employees will be required to work an average of 296 hours over an 8-week period, i.e. an average of 37 hours per week (pro rata for employees who normally work part-time and who are included in this scheme). How these hours are worked becomes, to some extent, a matter of negotiation between the Manager and the Employee.

2. Presence at Work

Employees will be required to be at work for all core times unless part time or absent as at paragraph 3 below.

3. Absence from Work

Pre-authorised absence (e.g. annual, compassionate and educational leave) and sickness absence will be recorded at 7 hours and 24 minutes for each full day and 3 hours 42 minutes for each half day. Statutory and extra statutory holidays will be recorded as 7 hours and 24 minutes. Flexi-leave (accrued leave from flexi-time) must be indicated but no time recorded. A pro rata calculation should be made for part time employees.

Absence which is not pre-authorised must be notified as soon as possible in accordance with local arrangements/agreements.

To take a half day of flexi leave the employee must be present for at least the core hours of the session of the day.

4. Maximum Recordable Hours

For the purposes of flexi-time, the day must not consist of more than 11 hrs. (For planned overtime see paragraph 19)

5. Meal Break

There will be an unpaid work interval for lunch between sessions of attendance which where possible should normally be taken away from the office environment.

Full time staff must take at least a 30 minute break but may, with their supervisor’s permission, take over 1 hour up to a maximum of 2 hours.

For staff who work six hours or more during a day an unpaid break of at least 20 minutes must be taken.

A consistent approach to taking a lunch must be maintained for all staff (Fulltime/Part time)
6. **Core Times**

Core time, when attendance is required by all employees, except those on authorised absence or part-time staff, will be 10:00 to 12:00 and 14:00 to 15:00.

7. **Office Hours of Opening and Manning Arrangements**

All offices will be open to the public from 0900 to 1700 hours (Monday to Friday).

All employees must arrange, within their own sections, and their Manager the normal regular patterns of starting and finishing times that all will be adopted. Periodically, there will be a need to change such arrangements owing to staff absences such as Annual Leave, Sickness, etc.

Initially, because of the cover requirements, all employees will not be able to have the hours they want. There must be give and take when arranging starting and finishing times and also in working the agreed hours. There may be times when a supervisor will ask an employee to stay beyond their normal leaving time. As much advance notice of exceptional working as possible will be given. In circumstances such as these, employees must not demand to leave at the pre-arranged time.

8. **Bandwidth**

Maximum bandwidth will be 07:30 to 1900 hours for all staff except those specifically required to attend at other hours.

9. **Flexi – Accounting Period**

You may carry over debits and credits from one week to the next. However, at the end of the eight week accounting period you must have no more than 5 hours debit or 15 hours credit. Unless specifically agreed prior to the end of the accounting period you will lose any credits over 15 hours and those staff who are more than 5 hours in debit will have to make up the deficit during the next accounting period. Failure to manage flexi time effectively may result in having to work fixed hours for a period up to 12 months.

10. **Credits and Debits**

If the employee builds up a credit or debit of hours then, obviously, sooner or later within the 8 weeks, they will have to change daily hours (if only temporarily) to adjust the total hours worked. In any accounting period a maximum of 2 full days’ (or 4 half days’) flexi-leave may be taken. These must be agreed in advance with the departmental or sectional head and must be recorded.

11. **Carry Forward of Debits**

Only in very exceptional circumstances and only with the approval of the Assistant Director, will there be a deficit in excess of 5 hours carried forward to the next period of 8 weeks.
12. **Treatment of Credits**

If an employee has credit hours on their sheet in excess of 15 at the end of a settlement period, then:

(a) If the employees’ supervisor certifies that there was opportunity to take the credit hours but the employee has failed to do so, the hours in excess of 15 will be forfeited.

(b) If the supervisor certifies that, due to pressure of work, it was not possible for the employee to take the credit hours and providing the supervisor can ascertain that the hours can be utilised in the near future, i.e. during the next settlement period, the employee can carry forward credit hours in excess of 15 hours.

(c) If the situation arises in (b) above but the supervisor cannot foresee any period in which the excess credit hours can be taken, the flexi-time record can be used as the basis of submission for overtime payment in accordance with normal procedures.

13. **Part Time Working**

The same flexi rules apply to eligible part time staff but all entitlements should be calculated on a pro rata basis. Please see examples below.

**Employee 1**

Works 18.5 hrs per week which is 50% of a full time equivalent (FTE). Therefore they would be able to carryover a credit of 50% of 15 (FTE) = 7hrs 30 minutes and a debit of 50% of 5 (FTE) = 2 hrs 30 minutes

**Employee 2**

Works 25 hrs per week. 25 divided by 37 (FTE) = .68 of an FTE

.68 x 15 (FTE) = 10 hrs 12 minutes the most credit to be carried over

.68 x 5 (FTE) = 3 hrs 24 minutes the most debit to be carried over


Whilst the Council will monitor hours worked it is the employees’ responsibility to ensure that their working week does not conflict with the guidance contained within the working time directive.

*In Brief*

An employees’ working time must not exceed an average 48 hours in each seven day period.

**STATUTORY REST PERIODS**

Daily Rest Not less than 11 consecutive hours in each 24 hours.
Weekly Rest Not less than 24 hours uninterrupted rest in each 7 day period or 48 hours in each 14 days or two 24 hours in each 14 days.

Work breaks Not less than 20 minutes after 6 hours of work.

15. **Effect on Payment of Salaries**

The carrying forward of hours will not affect salary payment which will continue to assume contracted hours are being worked consistently.

16. **Treatment of Leavers**

Employees leaving the employment of the Council will not be paid for any hours accrued in excess of contractual hours at the time of leaving. Employees not working equal to their contractual requirement will have their final wages debited by the shortfall. Therefore, the period of notice should be used to work such hours that, at the time of leaving a zero balance will be obtained.

17. **Disciplinary Implications**

Non-attendance during core times, without an acceptable explanation, will lead to disciplinary action. Disciplinary action in the context of the scheme will be in accordance with the Council’s disciplinary procedures. However, action may include exclusion from the scheme, at the discretion of the Assistant Director. Falsification of flexible working hours’ records may be regarded as gross misconduct.

18. **Treatment of Short Term Absences**

At no time should flexi time be used in cases of sickness absence.

Appointments for personal, medical, dental and allied treatments/consultations should where possible be taken during “flexi time”. Where this is not possible the time taken will not be credited and should be worked back. Where a course of ongoing treatment is required, then, where necessary, staff will be given time off to attend these appointment and an appropriate credit will be added to their flexitime hours. There may be certain cases e.g. regular appointments or extensive tests with potential Disability Discrimination implications, which will be dealt with on an individual basis. In such cases further advice is available from Human Resources.

All time away from duties should normally be booked in advance.

Appointments on personal business, such as visit to solicitors, should be made, where possible, away from core time and after consultation with the supervisor. They will not be credited. Time taken must be deducted as “time away from duties” on the record sheet if presence at work has been recorded.

In cases of emergency and following a discussion with your line manager it maybe possible to use flexi leave to cover such occurrences.
19. **Overtime**

Authorised overtime outside the bandwidth must be recorded separately and payment or time off in lieu will be allowed accordingly.

20. **Variation of Bandwidth**

Certain Service Units will, due to the nature of their business be allowed to flex outside the generally stated pattern of core times and maximum bandwidth. Authorisation in such cases must be gained by Human Resources who will inform employees, in writing, of any arrangement of this nature, either temporary or permanent.

21. **Saturday Working**

Saturday morning work (where not part of the normal conditions of employment), if, required, will be treated separately and will be the subject of separate agreements and contracts as necessary. Flexible working hours will not apply to these jobs.

22. **Recording of Attendance**

All employees will be required to record their times of attendance at the time of entry to and departure from their place of work on a daily basis. To enable easy calculation, all times will be recorded on the 24-hour clock method. By the end of the week, each record will show a series of starting and finishing times and a cumulative total for the week. Employees should complete the record as far as possible and, in cases of doubt, consult their supervisor. The employee should complete a record for each 8-week period. The records will be open to inspection at any time by the supervisor. At the end of each accounting period, each employee should complete an overall tally of the hours worked, taking into account the permitted debits and credits from the previous period. The records will be retained by management at the end of each accounting period.

23. **Excessive Accumulation of Debits**

The disciplinary procedures of the Council may be followed against any employee who exceeds the allowed debit hours at the end of an accounting period.

24. **Employees Sent Home Sick**

Employees sent home sick will, where possible, record their departure. Their record should be credited with the balance of that working day to a maximum of 7 hours 24 minutes.
**FLEXI - TIME**

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<td><strong>CORE TIME</strong></td>
<td>You must be in work in this period</td>
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<td><strong>LUNCH PERIOD</strong></td>
<td>In this period you must take a lunch break of at least 30 minutes</td>
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<td><strong>CORE TIME</strong></td>
<td>You must be in work in this period</td>
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<tr>
<td>15.00</td>
<td><strong>FINISH BAND</strong></td>
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Appendix B

Redeployment Policy

Issued by Human Resources
September 2010

EMP.08
Quality Record

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# REDEPLOYMENT SCHEME

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NUNEATON AND BEDWORTH BOROUGH COUNCIL

REDEPLOYMENT POLICY

1. **Policy**

   The Council will take all reasonable steps to avoid the compulsory dismissal of any employee whose employment is "at risk" through no fault of their own. To ensure equitable treatment, all employees, full time or part time (including people on fixed term and temporary contracts) whose employment is potentially at risk – for whatever reason – will be subject to the Redeployment Procedure.

2. **Circumstances when this Policy applies**

   The reason for being at risk could be on capability grounds (ability, absence or medical grounds), potential redundancy, or for some other exceptional reason.

   2.1. **Ill health/disability**

   Before an employee is placed on the register because of ill health, injury or disability, consideration will be given to:

   (a) Referral to the Disability Employment Advisor, to allow an assessment of abilities, and any current or potential need for aids or adaptations of systems and provision of equipment.

   (b) Redesigning the existing job to facilitate the retention of the employee.

   (c) Part-time, job share or flexible working possibilities.

   (d) Phased return to work.

   (e) Determine whether there are any training or development needs that have arisen (such as training on new systems etc).

   (f) Check that all the necessary documentations, such as payroll notifications and medical certificates have been received and recorded.

   2.2. **Redundancy**

   An employee must be placed on the Redeployment Register as soon as a potential redundancy is identified. Assistant Directors must notify the Human Resources team of this.

   An employee will be entitled to reasonable paid time off for “job hunting” subject to prior permission.
Assistance with completing application forms and interview techniques is available for at risk employees. Employees who require assistance should contact the Personnel Team.

Should the employee fail to obtain a post or, if the trial period(s) is unsuccessful, the redundancy will be implemented.

2.3. **Ability**

Should the employee fail to obtain a post or, if the trial period(s) is unsuccessful the employee’s contract may be terminated under the Capability procedure.

2.4. **For some exceptional circumstance**

Employees and their line managers may request placement on the register for the employee if they feel jointly that a transfer from their present job would be of benefit for some exceptional reason. Examples of this may be because of a severe personality clash within the team, or where a previous grievance has led to an unresolvable and uncomfortable atmosphere within the team. This request must be supported by the Assistant Director.

If, at any time, it is felt that the matter may be dealt with by other means, and the Assistant Director is in agreement, the employee’s name will be removed from the register.

3. **Core Procedure**

3.1. The Human Resources Service will maintain a register of all vacancies throughout the Council.

3.2. Whenever an employee is identified as being at risk the line manager must meet with the individual, who may be accompanied by a trade union representative or work colleague. A representative from Human Resources should also be present at meeting. The purpose of the meeting will be to explain to the employee the reasons for redeployment and the redeployment scheme. The line manager must then complete the referral form (see appendix A). The form should then be forwarded to Human Resources for the employee’s name to be entered onto the Redeployment Register. Once this has been completed, the employee will be sent confirmation.

3.3. An employee at risk will be required to complete a redeployment form (see appendix B), giving full details of skills, knowledge, experience and abilities. An assessment can then be made of the type of job for which they might be suited or be interested in, and any reasonable training may be offered.

The Human Resources team will provide help with this process, if required.
3.4. An employee on the re-deployment register will be given priority consideration for an interview if they satisfy the following criteria:

3.4.1. They meet all the essential criteria on the Person Specification.
Or
3.4.2. They satisfy all the competencies of the position.
Or
3.4.3. They can undertake 80% of the duties of the post and with limited training, shall be able to satisfactorily undertake the new role.

Where priority consideration is proposed arrangements shall be made for a selection process to be undertaken.

Priority consideration for employees on the register will mean they are considered for a post at any stage of the recruitment process. Whenever possible the “at risk” employee will be considered for the post before the vacancy is advertised. However should an employee become at risk at a later stage, the recruitment process will be put on hold until such time as the employee has been considered for the post.

3.5. Where a redundancy notice has not been issued, employees will be placed on the register for a maximum of six months from the date of notification to Human Resources. If a redundancy notice has been issued employees will be placed on the re-deployment register immediately the consultation process has started.

3.6. During this period consideration will continue to be given to any reasonable training/re-training that may facilitate redeployment.

3.7. The Personnel team will issue the vacancy list to all employees on redeployment register. Potential jobs will be highlighted for the employee.

3.8. When an employee is notified of a vacancy they will have 5 working days to submit an application.

3.9. The recruiting manager will consider the application in accordance with the above criteria. If the employee meets the criteria, or it appears that they will be able to carry out the duties of the post within a reasonable length of time and/or after a reasonable period of training (see below) they will be granted an interview.

3.10. If the employee is successful at interview, they will have a trial period of four weeks in the post. Where re-training has been identified, prior to the commencement of the trial and with the agreement of all parties, the trial may be extended up to a maximum of twelve weeks.

3.11. During this period the employee will remain on their current terms and conditions.
3.12. During the trial period the line manager must monitor and review the situation with the employee fortnightly to ensure that any issues that may have arisen are addressed, or to reassure the employee of their performance. If additional training or support is required to enable the employee to become fully competent in the new role this should be arranged within 12 weeks or by the end of the notice period. A form has been devised for this purpose (see appendix C). The form is also available on CLIP.

3.13. Where the trial period is unsuccessful (this may be because the employee has a good and valid reason for not continuing in the post, or the line manager does not feel the employee is able to meet the requirements of the job), the employee will revert to their original post and their name will stay on the redeployment register for the remainder of the redeployment period.

3.14. Notice of dismissal will be given at the beginning of the notice period to expire at the end of the period. However, if an employee is “on trial” in a new job at the end of the period, the notice will be deferred until the end of the “trial”.

3.15. Employees shall have the right to appeal to the Assistant Director as to the reasonableness of any redeployment offer. Where the line manager is the Assistant Director the right of appeal shall be to the Corporate Director.

4. **Pay Protection (Redundancies only)**

4.1 If an employee is redeployed into a lower graded job their salary will be protected for a period of up to two years on the following basis.

4.2 The new job must be regarded as “suitable alternative” employment. The Council and the employee must agree that the position is suitable after taking into account the definitive duties, responsibilities and terms and conditions of employment associated with the job.

4.3 There will be no incremental progression or pay awards for two years or until the maximum salary for the new job becomes higher than the frozen salary whichever is earlier. The cost of protection will be met by the employees previous employing service area.

4.4 There will be no protection of any other payments (e.g. allowances, enhancements) and all other conditions of service will be those pertaining to the new job.

4.5 Pay protection will not apply where Flexible retirement has been agreed.

5. **Phased Returns to Work**

5.1. There may be circumstances where it is advised that an employee phases their return to work over a period. A phased return can help the employee to acclimatise themselves back into the work routine and work tasks whilst also checking that they are fit enough to return. This option may also mean that
the employee is able to return to work earlier than they perhaps might have been able to.

5.2. Phased returns should take place over a four week period, thus enabling the employee to build up their working hours. For example, a full-time employee may have a phased return starting in week one undertaking two days' work, and building up, week by week, until they are working their normal five days.

6. **Pay During Phased Returns**

During this period the employee will receive their normal pay, as though they had returned to work his/her normal contractual hours. However, if the phased period is extended beyond four weeks the employee must use annual leave or Time off in Lieu to make up the time when they are not in work.

7. **Costs**

7.1. The transferring Service Unit will meet the employment costs (salary, oncosts, car allowance, etc.) during the trial period.

7.2. If the trial is successful, the receiving Service Unit will reimburse the transferring Service Unit for the costs outlined in paragraph 6.1.

8. **Other Situations**

There may be other circumstances that arise that are not covered by this policy. Individual circumstances cannot always be accounted for within a written procedure and, where circumstances arise that are not covered by this document, these should be discussed with Human Resources.
Appendix A

### REDEPLOYMENT REFERRAL FORM

This form should be completed by the relevant Supervisor/Manager and be returned to Human Resources Services.

**Employee Details:**

<table>
<thead>
<tr>
<th>Employees Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Unit:</td>
<td></td>
</tr>
<tr>
<td>Employee No.:</td>
<td></td>
</tr>
<tr>
<td>Local Authority Start Date:</td>
<td></td>
</tr>
</tbody>
</table>

**Current Job Details:**

<table>
<thead>
<tr>
<th>Job Title:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Date:</td>
<td></td>
</tr>
<tr>
<td>Current Grade:</td>
<td></td>
</tr>
<tr>
<td>Current S.C.P. (if applicable):</td>
<td></td>
</tr>
<tr>
<td>Reason for Redeployment:</td>
<td></td>
</tr>
<tr>
<td>(if capability, please indicate any Occupational health referrals)</td>
<td></td>
</tr>
</tbody>
</table>

**Signed:**

<table>
<thead>
<tr>
<th>Name: (Block Capitals)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Extension Number:</td>
<td></td>
</tr>
</tbody>
</table>

**For Personnel Use only:**

<table>
<thead>
<tr>
<th>Date entered on Register:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective date of termination:</td>
<td></td>
</tr>
</tbody>
</table>
# REDEPLOYMENT APPLICATION FORM

## Personal Details:

<table>
<thead>
<tr>
<th>Surname:</th>
<th>Forename(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Title: Mr/Mrs/Miss/Ms*</th>
<th>Date of Birth:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Home Tel.:</th>
<th>Work Tel.:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mob. Tel.:</th>
<th>E-Mail Address:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Current Post:

<table>
<thead>
<tr>
<th>Job Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Post No.:</th>
<th>Service Unit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade:</th>
<th>Current S.C.P. (if applicable):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Full-Time/Part-Time/Job Share*</th>
<th>Hours of work per week:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Authority Start Date:</th>
<th>Years in current post:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Qualifications / Training / Experience:

<table>
<thead>
<tr>
<th>Work Experience gained to date:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Skills / Qualities you feel may be useful for future employment:

<table>
<thead>
<tr>
<th>Formal Qualifications (inc. dates and grades):</th>
</tr>
</thead>
</table>

* Delete as appropriate

<table>
<thead>
<tr>
<th>Training Courses Attended (inc. dates):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Would you be prepared to undertake further training? *Yes / No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Would you be prepared to attend training courses outside normal working hours? Yes / No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Do you have a driving licence? Full / Provisional / HGV / None</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Do you have access to a car for work? *Yes / No</th>
</tr>
</thead>
</table>
### Preferred Employment

**What sort of posts would you consider?**

**What is the minimum salary per annum that you would find acceptable?**

**Which of the following working patterns would you consider?**

<table>
<thead>
<tr>
<th>Full Time</th>
<th>Part Time</th>
<th>Job Share</th>
<th>Shift Work</th>
<th>unsociable Hours</th>
</tr>
</thead>
</table>

**Special Considerations:**
This should include any circumstances that you would wish to be taken into consideration when applying for a job e.g. a disability, domestic responsibility etc.

**Name:** (Block Capitals)

**Signed:**  |  **Date:**

* Delete as appropriate
In accordance with the Re-deployment Policy, this form should be used to monitor the performance of an employee undertaking a trial period. Progress meetings should take place fortnightly and a copy of the completed form should be sent to Human Resources Services.

### Personal Details

<table>
<thead>
<tr>
<th>Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Trial period commencement date:</td>
<td></td>
</tr>
<tr>
<td>Trial Period end date:</td>
<td></td>
</tr>
<tr>
<td>Date of review:</td>
<td></td>
</tr>
<tr>
<td>Name of Supervisor:</td>
<td></td>
</tr>
</tbody>
</table>

### Performance Review Factors

#### Brief summary of tasks undertaken:

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- 
- 
- 
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- 
- 
- 

#### Summary of skills gained:

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- 

#### Aptitude for the job:

- 
- 
- 
- 
- 
- 
- 
- 
- 
- 

Appendix C
Things done well:

Areas for improvement:

Interaction with public/colleagues:

Attendance:

Time keeping:

Training attended:

Training/Learning outcome(s) if applicable:

Employee: Date:
Supervisor: Date:
Example Notice Letter

Dear __________

Following the meeting on __________ at which you were accompanied by __________ I confirm that you will be unable to continue your employment as __________ at __________ by reason of ________(e.g. incapability to undertake duties of the post due to ill health/inability to undertake duties due to frequent intermittent absence).

You are entitled to ________ week’s notice commencing on ______. Your employment will therefore end on _____________.

You will have _______ day’s annual leave outstanding at your final date of employment. These days will be paid as part of your final salary payment.

(If ill health retirement is applicable) As our Doctor, Dr __________ has notified us that you are permanently incapable of discharging efficiently the duties of your employment or any other comparable employment with the authority because of ill health; you will be eligible for ill health retirement benefits from the Local Government Pension Scheme. You have already received an estimate of the benefits that will be due to you / I will arrange for you to receive an estimate of the benefits that will be due to you. Please note that these figures are subject to a final assessment after your employment has ended. Your pension will be paid in arrears on the last working day of each month. The lump sum payment will be sent to you as soon as possible after your retirement date.

(If interests of efficiency is applicable) You are eligible for pension benefits. You have already received an estimate of the benefits that will be due to you / I will arrange for you to receive an estimate of the benefits that will be due to you. Please note that these figures are subject to a final assessment after your employment has ended. Your pension will be paid in arrears on the last working day of each month. The lump- sum payment will be sent to you as soon as possible after your retirement date.

(If ill health retirement / interest of efficiency is applicable) In order for your ill health retirement / interests of efficiency pension benefits to be paid upon your retirement, you must complete and return the enclosed pension application form together with the required certificates.

Obviously I am sad that this course of action has been necessary, but I sincerely hope that your medical conditions will stabilise.
You have the right to appeal against the decision to terminate your employment. If you wish to exercise this right you must write to_________within 10 working days of receipt of this letter, outlining the reasons for your appeal.

On behalf of all your friends and colleagues in the Authority, I would like to take this opportunity to thank you for the valuable work you have undertaken for the Authority over the last______ years and to wish you every happiness in the future.

Yours sincerely

Manager
Redundancy Selection Criteria
Guidance Notes for Managers
REDUNDANCY SELECTION CRITERIA – GUIDANCE NOTES

These guidance notes are to support the management of change process and it is essential that a Senior member of Human Resources is involved at the earliest possible stage.

The application of one or all of the following criteria; Capability, Discipline/Conduct, Attendance and Length of Service should be used when considering redundancy. The selection will depend upon the nature of the workgroup, future service needs, and the availability of objective information and/or measurement techniques to support the selection process. The chosen criteria will be applied in an objective, fair and reasonable manner to all affected employees.

At any stage of the redundancy procedure, where there is a potential “bumping opportunity”, consideration will be given to applications for Voluntary Redundancy, Early Retirement and retirement on compassionate grounds.

WEIGHTINGS

The four factors are weighted to reflect their relative importance in the selection process

(A) Capability x 4  
(B) Discipline/Conduct x 3  
(C) Attendance x 2  
(D) Length of Service x 1

Following assessment the principle to be applied is those employees with the highest total score, will be selected for redundancy. However, where employees have identical scores, the rank will be ordered by total, then Capability, then Discipline/Conduct, then Attendance and finally Length of Service.
(A) CAPABILITY

INCORPORATING INFORMATION FROM THE RELEVANT PERSON SPECIFICATION AND COMPETANCY FRAMEWORK.

This factor measures the skills, experience, knowledge and qualifications required for the post. The assessment will be supported where available by relevant documentation including performance records or development/appraisal documentation and may include information from any formal meetings.

Score with Weighting

**Level 1**
No similarity/no evidence of the requirements of the person specification/competency framework 4pts 16

- Persistently below the required standard and shows little evidence of responding to reminders.
- Has a negative approach.
- Rarely meets the training plan to learn jobs and tasks
- Has not shown flexibility/adaptability towards change.

**Level 2**
Little similarity/little evidence of the requirements of the person specification/competency framework 3pts 12

- Often produces work below the required standard and often needs reminding of quality and Health and Safety procedures
- Disinclined to learn and develop within the business
- Takes longer than the average time to learn jobs and tasks
- Has a level of scepticism, pessimism or a general disinterest that makes flexible working or implementation of change more difficult.

**Level 3 (Average Rating)**
Meets some of the requirements of the person specification/competency framework 2 pts 8

- Meets many of the job requirements but has significant shortfalls in some aspects; occasionally needs reminding of quality and Health and Safety issues.
- Will actively engage in own learning and development but requires proactive encouragement
- Completed part of training plan/making only adequate progress
- Has shown reasonable flexibility; adapts slowly to change

**Level 4**
Meets most of the requirements on the person specification/competency framework 1pts 4
• Has a few minor shortfalls against the job requirements; adheres to quality/safety
• Is actively willing to learn and develop within the business once needs are identified by manager
• Has completed most of the training plan/showing good progress.
• Works flexibly; adapts well to change

Level 5 (Highest Level)
Almost identical characteristics to person 0pt 0
Specification/competency framework

• Meets all the job requirements; adheres to and promotes quality and safety
• Motivated to learn and identifies own development opportunities
• Applies acquired learning to help others, shows interest in training for future job roles/service development.
• Promotes flexible working; engages proactively in delivering change.

(Source: Personal files/Employee Review/Discussion Notes)

(B) DISCIPLINE/CONDUCT

In assessing this factor account will only be taken of any disciplinary warnings which are currently valid at the date of commencement of the consultation period. Account will not be taken of:

1) Any warnings that are spent and have been removed from the employee’s personal file

2) Any ongoing cases where at the date of the consultation a decision has not been recorded in writing to the employee.

Each separate warning on file will be counted as detailed below:

<table>
<thead>
<tr>
<th>Weighting</th>
<th>Score with</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Final Written Warning 4 pts 12</td>
</tr>
<tr>
<td>Level 2</td>
<td>Written Warning and one or more Management Instructions 3 pts 9</td>
</tr>
<tr>
<td>Level 3</td>
<td>Written warning 2pts 6</td>
</tr>
<tr>
<td>Level 4</td>
<td>Management Instruction 1 pts 3</td>
</tr>
<tr>
<td>Level 5</td>
<td>None 0 pts 0</td>
</tr>
</tbody>
</table>

(Source: Personal files)
(C) SICKNESS ABSENCE

This section considers the levels of sickness and unauthorised absences of an individual. The Council has implemented a Management of Attendance Policy and has established a process to follow. It should be noted that absences for the following reasons will be disregarded:

- absences related to a disability falling under the definition of disability within the Disability Discrimination Act 1995. The requirement is to provide a reasonable adjustment and providing this has been provided any further absence will still be taken into account.

- Employees will be allocated to one of the following categories.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Score</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Currently at Formal Stage 3</td>
<td>4pts</td>
<td>8</td>
</tr>
<tr>
<td>Level 2</td>
<td>Currently at Formal Stage 2</td>
<td>3pts</td>
<td>6</td>
</tr>
<tr>
<td>Level 3</td>
<td>Currently at Formal Stage 1</td>
<td>2pts</td>
<td>4</td>
</tr>
<tr>
<td>Level 4</td>
<td>Currently at Informal Stage</td>
<td>1pts</td>
<td>2</td>
</tr>
<tr>
<td>Level 5</td>
<td>No sickness in last 2 years</td>
<td>0pts</td>
<td>0</td>
</tr>
</tbody>
</table>

(Source: Personal files)

(D) LENGTH OF SERVICE

This takes into account continuous service within Local Government (i.e. with bodies recognised under the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999).

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Score</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Under 2 year’s continuous service</td>
<td>4pts</td>
<td>4</td>
</tr>
<tr>
<td>Level 2</td>
<td>2 years but under 5 years</td>
<td>3pts</td>
<td>3</td>
</tr>
<tr>
<td>Level 3</td>
<td>5 years but under 10 years</td>
<td>2pts</td>
<td>2</td>
</tr>
<tr>
<td>Level 4</td>
<td>10 years but under 15 years</td>
<td>1pts</td>
<td>1</td>
</tr>
<tr>
<td>Level 5</td>
<td>15 years and above</td>
<td>0pts</td>
<td>0</td>
</tr>
</tbody>
</table>

(Source: Personnel, Payroll, and Pension Records)