

Future Guildford

Phase A Staff Consultation Document

18th July 2019

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1. Introduction

1.1. Introduction from the Managing Director of the Council

Dear Colleague

'Future Guildford' - working together to shape our future

This pack describes my proposals for the first of three phases in transforming Guildford Borough Council to our new and dynamic Future Guildford.

Customer expectations have changed, we have a wider role in the community, and we have challenging financial pressures over the next four-year period. It is now time to really review our services and look at how we can be better and more innovative in our delivery.

As a result, I took the decision to look at the Council as a whole to identify opportunities to make our organisation fit for the future. Last year I explained I wanted to be open with you all - this would not be a tweak or minor change to management or other structures. The Future Guildford transformation will be the most far-reaching and comprehensive approach to reorganisation that this Council has seen, involving changes to systems, structures, services, culture and head count.

This approach will aim to:

- Improve our services and customer care
- Future proof our organisation
- Modernise our services and systems
- Make us more efficient
- Deliver savings and address our financial challenges
- Create an environment where there are better development opportunities for staff
- Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us

The following pages describe, in more detail, the proposals for the restructure, rationale for the changes, and the process for moving from the current structure to the new. Draft job descriptions have been developed for new roles within the proposed structure and these are enclosed as appendices.

This consultation pack is divided as follows:

- Section 2: This sets out a range of useful background information designed to help staff understand the Future Guildford transformation model and future roles in the organisation.
- Section 3: These are the proposals regarding job roles which are being put forward for consultation in Phase A.
- Section 4: This sets out the Council's proposed approach to consultation and what will happen after consultation has been concluded.
- Appendices containing information such as proposed Job Descriptions for new posts; a Glossary of terms which are being used in the consultation exercise; relevant Council policies and FAQs.

The consultation period for the proposed structure is 45 days. As agreed with Staff Side, and in line with Council policies, there will be consultation with Staff Side and Directors, line managers and HR or members of the Future Guildford Transformation Team, will also meet with you to formally discuss the proposals, where you can raise, with them, any questions about the proposals. Your line manager will inform you of the diary space they have made available to meet with you, so if you

want to discuss any concerns on a one-to-one basis; please speak with your line manager directly, who will make the necessary arrangements. Alternatively, I am very happy to receive any written comments/feedback during the consultation process via futureguildfordcons@guildford.gov.uk. Responses to this consultation can be made either directly to me or via your Staff Side representative.

Included in this pack is a broad overview of the timescales of the Future Guildford transformation. These dates have to be indicative as dependent on the consultation feedback further work may be required including representing any significant amendments requiring Council's approval for the final structure.

I appreciate that going through this type of wide-ranging review and the potential for change can be worrying for some but we will do all we can to support everyone through this. There will be support throughout the organisation with staff being able to speak to their managers, HR or union representatives. We also have the Employee's Assistance Programme (EAP) where counselling support can be provided; contact details are in Appendix M.

Further information, guidance and support is available from Joan Poole, Programme Manager and Jenny Lester, HR Transformation Lead.

Thank you for your ongoing hard work during this period.

Yours sincerely,

James Whiteman
Managing Director

2. Background & approach

2.1. What is being consulted on and how will it work?

Section 2 of this document provides a range of useful background information designed to help staff understand the model and future roles in the organisation. This section includes information on possible strategy based reductions in services, principles underpinning the new operating model and behaviours expected from staff. This section is for background only and is **not part of the consultation**. However, recruitment of new roles will be based on staff competencies and behaviours and understanding of new ways of working as well as technical competency. A selection criteria will be used and include a behavioural assessment based on our existing organisational cultural framework included in Section 2.10 and a full document in Appendix O.

Section 3 of this document sets out how the principles described in Section 2 are proposed to be adopted at Guildford. This more in-depth description of the future operating model sets out new roles, full time equivalents (FTEs) and grades and is supported by job descriptions which have gone through a job evaluation process. The relationships between teams are articulated so as to provide staff with the fullest opportunity to understand how the new operating model will work as a system, as well as the impact of strategy based reductions in terms of resources. The Phase A consultation is taking place as well as the CMT and Member's appointment consultation and is based on a proposal of three Directorates. The consultations will feed into the final decision making process.. **Consultation responses relating to Section 3 are therefore encouraged** so that staff have the opportunity to engage with the model to challenge, reaffirm or get clarity on design decisions.

Section 4 of this document informs staff what to expect in terms of the consultation approach, which will be carried out in line with the organisation's Redundancy policy and Restructure Guidance Note. This includes information timelines, support and what to expect for every individual's circumstances.

2.2. Vision & case for change

Throughout development of the business case, communications of this business case and briefing of the implementation programme to Members and staff, a series of slides have been developed and used to describe why this transformation is required. The content from these slides is included in this section for consistency:

2.2.1. Aims

- To be more customer focussed
- To deliver services in a way that the customer needs
- To improve our services and customer care
- Future proof our organisation
- Modernise our services and systems
- Make us more efficient
- Deliver savings required and address our budget gap
- Create an environment where there are better development opportunities for staff
- Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us

2.2.2. Background

- Previous approaches to savings and efficiencies:
- Service challenges
- 'Star Chamber sessions'

- Fundamental service reviews (FSRs)
- Lean reviews
- Under heading of 'Channels for Change'
- Delivered £10m of total savings from 2013-2018
- Generally successful but will not deliver the level of savings, efficiencies and service improvements required

2.2.3. Why is Future Guildford needed?

- FSRs – many delayed; drawn out process; have looked at one service and often not made most of opportunities with other internal or external services. Silo cultures in some areas
- Our culture does not, consistently, encourage and accept change
- High levels of duplication
- Need to challenge service models, and increase commercial activity
- Customers expect easy and efficient access to our services and systems – 24/7.
- Our IT systems limit our ability to do this and affect staff efficiency, procedures and working practices
- Our self-service involves 3-4 different logins for customers
- No contact management software for queue management and no customer record providing a joined-up view of the customer
- Customer Service Centre (CSC) staff have to refer to and directly enter cases in 14 separate systems
- 23 published telephone numbers for services
- Shadow teams, especially in IT and customer service
- Finance has 20 in-house data bases/systems with significant off system working
- Out of 51 identified in-house systems, 30 relate to support services
- HR system – doesn't cover full range of HR areas

2.2.4. Financial gap

Throughout 2019-2023 we are projecting an annual gap between income and expenditure to grow to around £10m. The reasons are:

- Reduction in the Council's settlement funding assessment and therefore net retained business rate income due to the government's fair funding review
- Removal of business rate growth received since 2013 under the business rate retention scheme as a result of 'resetting' the business rates system as part of the Government's business rate reforms
- Removal of nearly £2 million of base budget funding from the new homes bonus and business rate retention levy due to future uncertainty surrounding the income streams
- Increase in revenue debt servicing costs and interest charges arising from the Council's capital programme

2.3. What is Future Model?

Ignite developed the Future Model to help councils to respond to the changing expectations of customers as well as the financial challenges facing the public sector. The model is fundamentally based on an analysis of the activity carried out across all council functions and reorganising the council around similar activity types rather than the traditional services or functions such as housing, planning, environmental health and so on.

At the most fundamental level, there are three types of activity that go on within the organisation, illustrated in

Figure 1 below, relating to service delivery (blue), resources/support services (red) and strategy (green).

Figure 1: Organisation high-level activity types

We break these high-level activity types down into 18 more specific types to build a detailed understanding of the spread of activity across the organisation. This enables us to develop the basic components of the Future Model, as summarised in the diagram below.

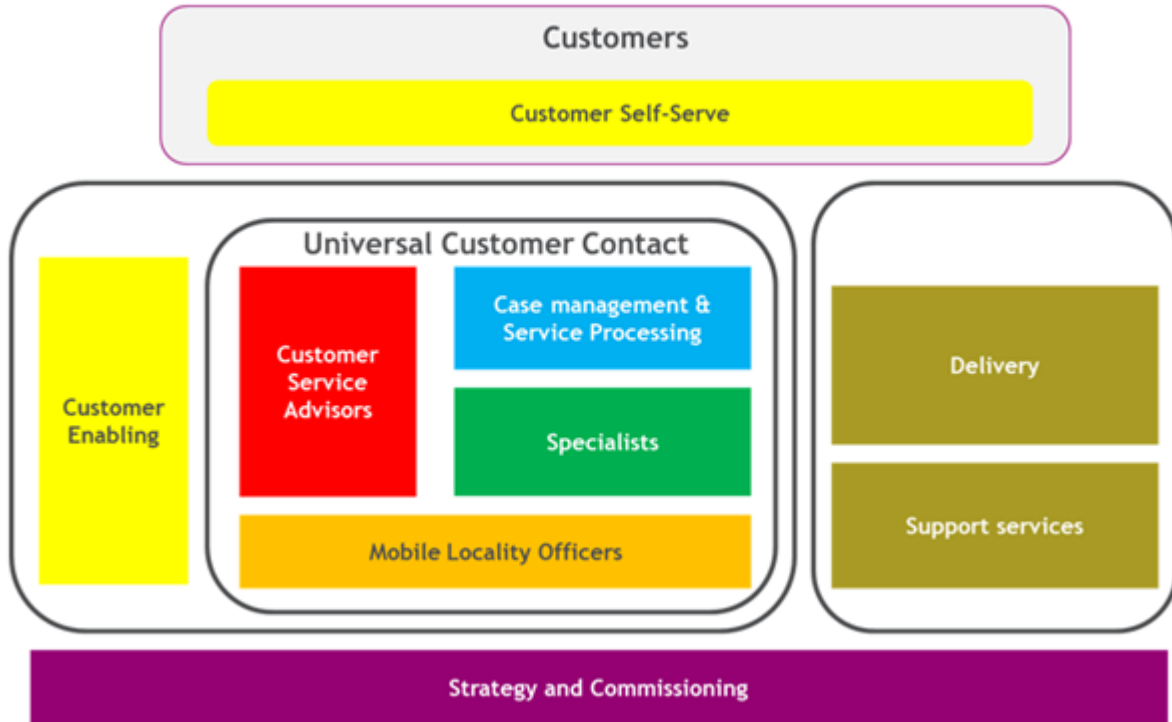


Figure 2: Key components of the Future Model

The Future Model components provide a set of principles, although how they are designed and applied can differ significantly from council to council.

- Strategy and Commissioning - often strategic activity is spread throughout the council, resulting in disjointed strategies that do not align well with each other or with the priorities of customers and Members. More of this activity is brought together at the centre of the organisation, ensuring that the council can remain a unique and capable local authority focused on delivering against local priorities. This part of the organisation determines how services should be delivered (e.g. what should be retained as in-house delivery and what is better delivered through partnerships or outsourcing) as well as what the service priorities and targets are and includes the activities of running council committees and engaging with elected members
- Customer Enabling and Self-Serve – most councils will run campaigns to encourage behaviour change (e.g. healthy living, responsible dog ownership), some will actively work with communities to try to enable them to be more self-sufficient and many have implemented solutions to enable customers to self-serve online. There is evidence this work is often disjointed but under Future Model a more corporate approach is taken to create a more joined-up, customer-centric set of self-service solutions and looking at how best to deliver customer enabling activity
- Universal Customer Contact – this is the primary point of contact for customers requiring the council’s core services. Based around a ‘single front door’ concept, multi-skilled teams deal with customer demand, create and manage cases across the range of council services and

use specialist skills and mobile staff as needed to deliver joined up services for customers. This is where the majority of the council's public services are delivered from and where the concept of organising around activity type (customer contact or 'triage', casework, mobile locality work and specialist work) rather than functions (e.g. benefits, planning, housing, council tax) results in significantly different structures and roles from the traditional council model

- Delivery - relates to 'on the ground' delivery of services, often which involve physically doing things, such as collecting waste, managing community or leisure venues or maintaining parks and playgrounds. Often these services are provided through a mix of means such as outsourced arrangements and direct provision by the council. These areas are typically identified separately as these areas may remain more traditionally structured
- Resources / Support Services – relates to the services and processes that support the delivery of all council activities such as finance, legal, information and communication technology (ICT) and human resources (HR)

In reorganising the council around these activities, there are some guiding ideas:

- The role of specialist advice – specialist capacity is currently used by the organisation to undertake some tasks that can and should be carried out by people with different skills and capabilities. Under the Future Model, the role of a specialist will be to intervene in a service process only where and when and to the extent to which their expertise is required. This will have the effect of reducing the amount of specialist capacity the council requires over time. However, it is possible that some of this excess capacity will be required and can be refocussed to deliver against council priorities and projects
- The role of management – the model considers that the skills and experience required to provide effective operational management are different from the skills and experience required to provide effective functional management and this is reflected in the number and type of management roles. Operational management focusses on the management of staff and budgets to deliver outputs agreed in service and programme plans. Functional management brings technical expertise from a given discipline to interpret policy and regulations and provide technical leadership
- The importance of multi-skilling – in order to deliver the 'single front door' and joined-up, customer centric approach to casework the Future Model will rely on the development of multi-skilled/trained teams and staff
- The structure of the organisation – the Future Model will result in a much clearer structural delineation between the delivery of day-to-day service processes, strategic planning and commercial activity that exists primarily to generate income

2.4. Programme timeline and phasing

The consultation, recruitment and selection process is split into three phases:

- Phase A:
 - Resources
 - Strategic services (including strategy, performance, communications, democratic services & elections, performance & programme governance, asset management, corporate programmes)
- Phase B (delivery units):
 - Waste and fleet
 - Repairs and maintenance
 - Tourism, heritage and culture
 - Parks
 - Bereavement
- Phase C:
 - All other delivery teams in the Council including:

- Customer services
- Exchequer services
- Environmental health
- Housing and homelessness
- Neighbourhood services
- Parking
- Development control
- Building control

For staff in Phase A, this formal consultation will finalise new proposed roles in the operating model as per the table in Job Descriptions.

The **current position** for teams in Phases B and C is also shown in Section 3.3. This will be subject to further design, refinement, possible strategic reductions and another formal consultation expected in January 2020 (applying only to staff in scope for Phase B and C). However, in the interest of being transparent and finding a genuinely collaborative solution, the council is looking to give all staff the opportunity to express views on the current position during this consultation. See Section 4.10 which shows a high-level timeline and key milestones.

2.5. Design approach

As explained in Section 2.3 above, although the components of the Future Model and the underlying ideas remain consistent, how these are applied in a specific council varies widely. The proposals for Guildford Borough Council outlined in this consultation document are the result of ten months of design activity between September 2018 and June 2019. This work has been undertaken with our Members, Corporate Management Team (CMT), the wider programme team, service leaders and service representatives.

The key stages of the design process have been as follows:

2.5.1. Blueprint phase

Service representatives completed a detailed activity analysis during the blueprint (which took place between September 2018 and December 2018). All activity across the council was mapped, identifying the roles and level of cost involved. This activity analysis describes activity types and the cost to deliver services to customers. Service representatives gathered the activity information for each role in the council and associated that activity with a standard 'to be activity' option. There are 18 standard activity types and a glossary of definitions was provided to service representatives to support the completion of this document. The activity analysis was combined with the output of a maturity assessment conducted with both service representatives and CMT to start formulating design options which were discussed with members and CMT. A series of design workshops allowed this analysis to be refined as well as define the target culture required to enable the new model.

The process data discovery exercise and a series of redesign workshops with staff started with a list of 854 processes to be validated, edited and added to. In addition to checking the processes, staff representatives from each functional area were also asked to rate each process 'volume', 'customer impact' and 'efficiency opportunity'. For those processes rated 'high' for 'efficiency opportunity' a further range of questions were asked to identify the scope of efficiency opportunity for each of those processes. As a result of this, 623 processes currently provided by Guildford were identified, of which 312 high priority processes were selected for redesign in implementation.

Initial service challenge sessions were held to work with service leaders to begin developing opportunities for savings above and beyond the new operating model or ways of working. This

yielded 238 distinct opportunities across strategy-based reductions, commercial surplus creation and non-staffing efficiency.

2.5.2. Implementation & detailed design phase

During April, May and June we held a series of detailed design workshops with staff. These workshops involved a closer exploration of key teams in Phases A, B and C within the new structure.

In each workshop we looked at the proposed structure and roles for the teams as well as the type of activities to be undertaken. The workshops included exercises around:

- Purpose, role and vision of the teams
- What makes a great customer experience
- Operational and functional management and how they apply to each team
- Team-specific design questions. For example:
 - Key blocks of activity and which team is accountable
 - Ways of working, areas of collaboration and key relationships with other teams

The work carried out in these sessions has shaped the content of these proposals, which have been further tested and refined for consideration in this consultation.

2.6. High level organisational model

The figure below shows the high-level organisation including senior management roles and new teams. Blue/green/red box colour-coding has been applied to the structure as per the activities described in

Figure 1 above. This is used consistently throughout this pack to illustrate which type of activity a team or role delivers. The three directorates are:

- Strategic Services
- Resources
- Service Delivery

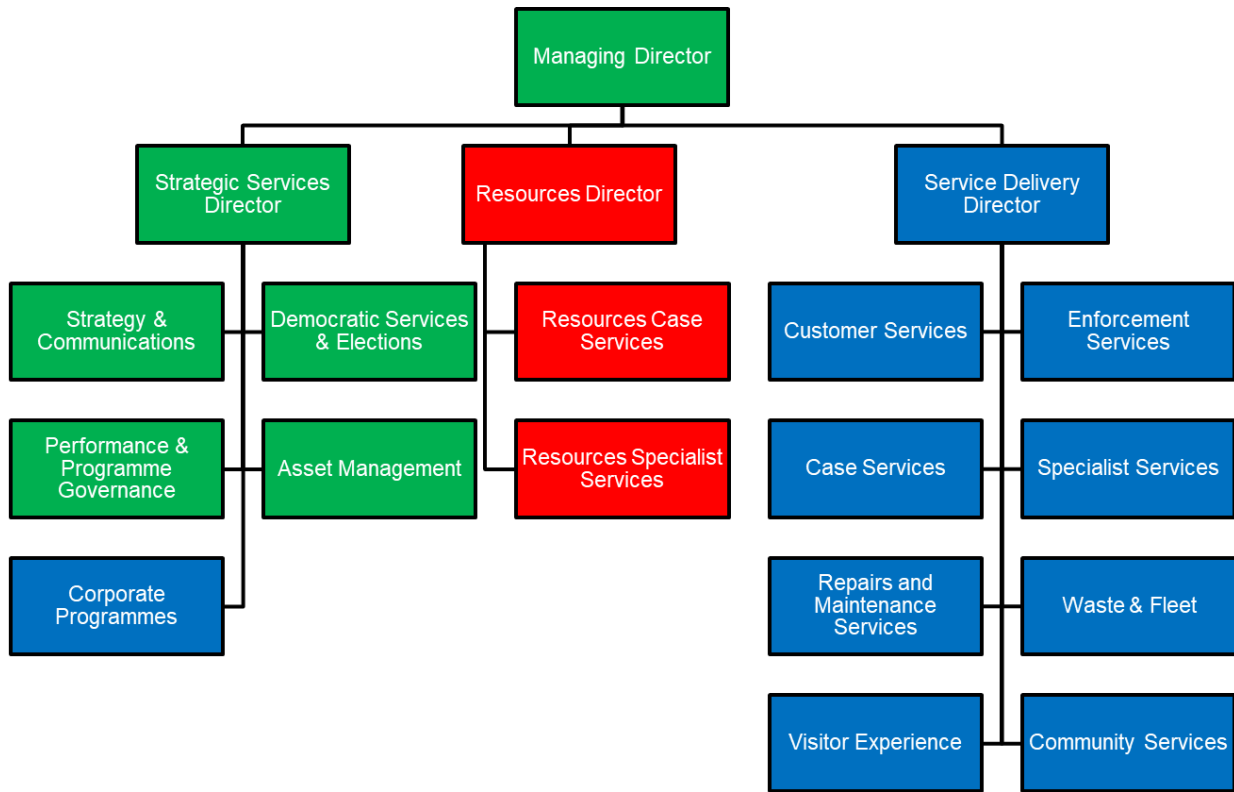


Figure 3: High-level organisation structure

The design of each team has been informed by a specific set of principles for that team.

2.6.1. Strategy principles

- Some of the strategic activity currently distributed across service delivery teams has been brought into this team to create three groups of policy officer roles in the Strategy and Communications team, aligned to the outward-facing corporate plan priorities: community, place and innovation & growth. In particular this new team will work with experts across the Council to co-ordinate all high-level strategy and policy, strategic partnerships, grant funding, business case creation and events
- The Local Plan has significant impact on the future of Guildford and must be well-aligned with other strategies, so all planning policy activity has been mapped into this directorate
- Democratic and Elections remain central to the ongoing governance and direction of the Council, supporting Members to shape the direction and priority of the Council
- A stronger emphasis is placed on corporate performance management and programme governance in the new model and a team has been created to bring this activity together and set the tone for how this is done and what is expected across the organisation
- Asset strategy and management of the council’s assets along with the ownership of the capital and investment strategy in partnership with finance will sit centrally with the Asset Management team, along with looking after operational facilities
- The Corporate Programmes team is a strategic delivery arm of the council (and therefore the team is coloured blue not green as per the activities in Figure 1). The team’s work is closely co-ordinated through the other strategic services directorate and teams, especially the Policy and Programme Governance team, and as a result the team reports into this directorate, rather than in the service delivery directorate with other delivery activity (also coloured in blue)

2.6.2. Resources principles

- All support services activity has been mapped into the Resources directorate
- We will apply the principles of digital by default and self-service to ourselves as we do to our customers
- We will adopt the principles of a case management approach in support services as well as in the customer facing services
- This will entail a split of specialist work and generalist, multi-skilled casework (the two main teams in this directorate)
- Due to the smaller numbers of FTEs involved, internal triage and internal service processing (i.e. the generalist case work) are brought together in the resources case services team
- Resources Specialist Services will include all internal specialist activity across finance, ICT, legal, procurement and HR. This will bring together currently distributed roles such as those that support ICT systems and applications
- The resources directorate exists to enable the rest of the organisation to deliver services and council priorities. We will adopt a business partnering approach to ensure resources teams are delivering what the business needs

2.6.3. Service delivery principles

- Customer services:
 - All triage activity in the organisation – the ‘single front door’, **including** where any new delivery models are adopted
 - All activity in the existing customer services team
- Enforcement:
 - All joint enforcement activity
 - All parking enforcement activity
- Case services:
 - Service processing / rules-based case activity across the core services of the organisation including:
 - Customer services
 - Exchequer services
 - Environmental health
 - Housing and homelessness
 - Neighbourhood services
 - Parking
 - Development control
 - Building control
- Specialist services:
 - Technical oversight, complex case work, project work and input to strategy and policy across the core services of the organisation including:
 - Customer services
 - Exchequer services
 - Environmental health
 - Housing and homelessness
 - Neighbourhood services
 - Parking
 - Development control
 - Building control

We are still in earlier stages of exploring how the remaining areas of services might best be delivered and this design will all be informed by Member review of a business case being drafted

over the summer. Current options include bringing the remaining services together into four teams which are described at the high level in Section 3.3, covering the areas of:

- Repairs and Maintenance Services
- Waste & Fleet
- Visitor Experience
- Community Services

2.7. Strategy based reductions

Many of the changes shown in section 3 relate to changes to teams delivered as a result of the investment in technology, process redesign and culture change and the efficiencies resulting from new ways of working.

Some changes to structures, however, will be as a result of a proposed reduction in service put forward as part of the service challenge work within the Future Guildford programme. In these cases this is highlighted in a separate section on strategic reductions in each team description for the Phase A teams in Sections 3.1 and 3.2.

2.8. Strategic themes and the services we offer

The organisational structure in the new model shifts away from traditional service areas and towards teams more closely aligned to the outcomes and impacts specified in the corporate plan. We recognise that delivering any given service can create impacts and outcomes that contribute to, either directly or indirectly, more than one strategic theme. For example, building control services ensure a high-quality built environment; these services also contribute to maintaining safe and healthy communities.

Knowledge and skills in the organisation will always be focussed on delivering high quality services – but how this is done is about delivering on the corporate plan and success is judged by delivering on political ambition at Guildford. Service areas and functions can be thought of as primarily contributing to one of our strategic themes. Any given activity is acknowledged to have a potentially wider impact across themes, contributing to delivery of good quality, cost effective and valued services. The new organisation is structured around these themes and a more strategic approach has been adopted for some services going forwards. For these services, it is more appropriate to escalate these within the strategy teams as would be seen for other core strategic activity. For example, planning policy, economy & innovation.

2.9. Key design dependencies

The new operating model design for Guildford will involve much more working across and between teams across phases A, B and C. There are fundamental dependencies between certain teams and roles which staff must understand. These are highlighted in sections 3.1 and 3.2 for each of the teams in phase A.

2.10. Organisational Cultural Framework

This Organisational Culture framework outlines the Council’s desired culture, made up of three key components:

To demonstrate this link, the framework is grouped in to three clusters:

- **Transformation** – forward looking; our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.
- **Delivering excellence** – efficiently run; values and behaviours (in addition to our internal systems) that support problem solving, efficiency and effectiveness at every level and across organisational boundaries.
- **Our people** – the degree to which our employees at all levels of the organisation are supported, committed and engaged in the pursuit of the mission and work in a collaborative manner to fulfil our objectives.

2.10.1. Shared internal values

These are our internal organisational values that underpin the culture needed to help us achieve our strategic plans and objectives; these form the guiding principles that will influence our business practices and help to clarify the way we work with each other and deal with our customers and partners. The words organisational and internal are important as they help to differentiate between our external facing core values and an individual’s personal values.

Mission	A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and for the future.				
Cluster	<p>Transformation Forward looking. The focus on our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.</p>	<p>Delivering excellence Efficiently run. The focus on the values and behaviours (in addition to internal systems) that ensures efficiency and effectiveness at every level across the Council.</p>		<p>Our people To ensure that individuals at all levels of the organisation are supported, committed and engaged in the pursuit of our mission and work in a collaborative manner to fulfil our objectives.</p>	
Values	<p>Challenge ourselves We strive to improve what we do by seeking out new ways of working, encouraging innovation and enabling change.</p>	<p>Customer care We put the customer at the heart of what we do by engaging in clear, honest, and meaningful communications to deliver professional services shaped around their needs.</p>	<p>Quality focus With customer insight, we provide high-quality services and find ways to improve. We aim to get things right first time, drive out waste and exceed expectations whenever possible.</p>	<p>Organisational learning We strive to create a work environment where everyone is valued, trusted, and supported. We encourage and facilitate growth and learning at individual, team, and organisational levels.</p>	<p>One Council We work together collaboratively, recognising that we are one organisation, working to achieve a common mission.</p>

Behavioural competencies	<p>Embraces change Has a positive attitude to change, adapts to meet new challenges, and introduces changes to improve organisational performance.</p>	<p>Innovation and creative thinking Proactively generates and develops innovative ideas, opportunities or improvements in order to meet organisational objectives more efficiently and effectively.</p>	<p>Customer focus Puts the customer first, builds effective relationships and seeks feedback to address their needs.</p>	<p>Problem solving and decision making Understands and analyses issues in order to identify the most appropriate solutions. Makes effective decisions based on thorough analysis and the needs of the organisation.</p>	<p>Performance and learning Demonstrates personal commitment to meet agreed performance standards and objectives. Learns from experience and takes responsibility for identifying and addressing personal development needs.</p>	<p>Team working Proactively cooperates and interacts with colleagues, internal and external partners across the Council. Encourages others to develop a collaborative approach to share information, knowledge, and ideas.</p>
	<p>Effective communication Communicates effectively. Uses communication methods and standards, together with well-reasoned arguments to convince and persuade where necessary.</p>	<p>Focus on efficiency Meets or exceeds the Council's standards by monitoring the quality of own work, team or service delivery. Continually looks for areas of improvement to ensure efficiency, effectiveness, and value for money.</p>		<p>Builds relationships Presents a professional image; uses interpersonal skills to form positive and productive working relationships within and beyond the organisation.</p>	<p>Commitment to the organisation Consistently supports and demonstrates an understanding of and commitment to the Council's vision and values. Acts with integrity and accountability.</p>	

Figure 4: Shared organisational values

3. Consultation

The Council is consulting Staff Side and all employees on the content of section 3 of this consultation document.

The following is set out for teams included in Phase A:

- Structure chart – demonstrating the operational reporting lines between roles. Functional reporting lines are not specified but matrix working is fundamental in every team
- Job title for each post in the structure
- FTE associated with each post
- Grade of each post
- Job description code for each post (see Job Descriptions)
- Purpose, role and vision
- Scope of activity
- Impact of strategy based reductions
- Overview of strategic, operational and functional management
- Key relationships with other teams
- Benefits of this team

This means that for each team an organisational structure is shown, with complete details for Phase A roles. Roles in each structure chart are shown in the following sections with a colour coding which distinguishes the phase they are in:

- **Bold solid colour** is used for Phase A roles in scope and available for anyone within Phase A to apply for; job description codes are also provided for these roles as per Job Descriptions
- **Semi-transparent colour** is used for roles that are in scope but only certain people may apply for them as the role is subject to slotting or ring fencing; job description codes are also provided for these roles as per Job Descriptions
- **A dotted pattern colour** is used for roles that are out of scope. These are shown for completeness and include roles which are being covered in the separate consultation for roles subject to Member appointment such as Corporate Management Team (CMT) and the Monitoring Officer
- **A hatched pattern colour** is used for roles in Phase B/C, where the structure shown is intended to give the overall structure of the whole Council to support this Phase A consultation. Roles in Phase B/C will be subject to consultation planned for January 2020
- **A dashed border** is used for roles being offered on fixed term contracts. Fixed term contracts are proposed where existing arrangements mean that those roles are funded externally
- All roles continue to be shaded in red, blue or green based on their fundamental purpose as described in
- Figure 1

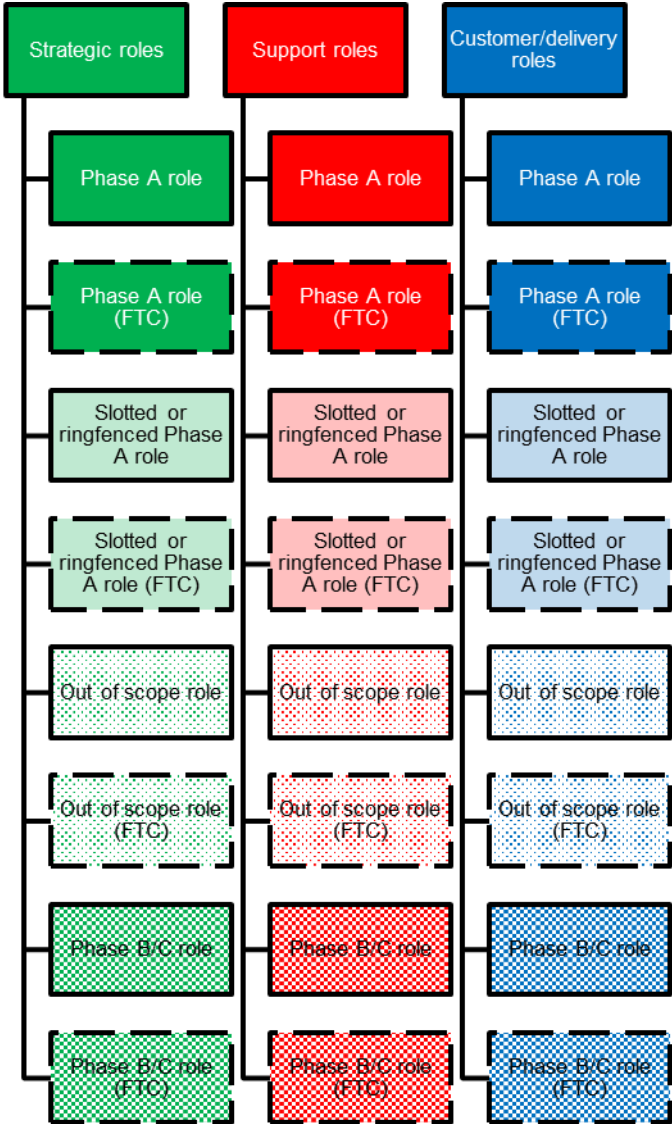
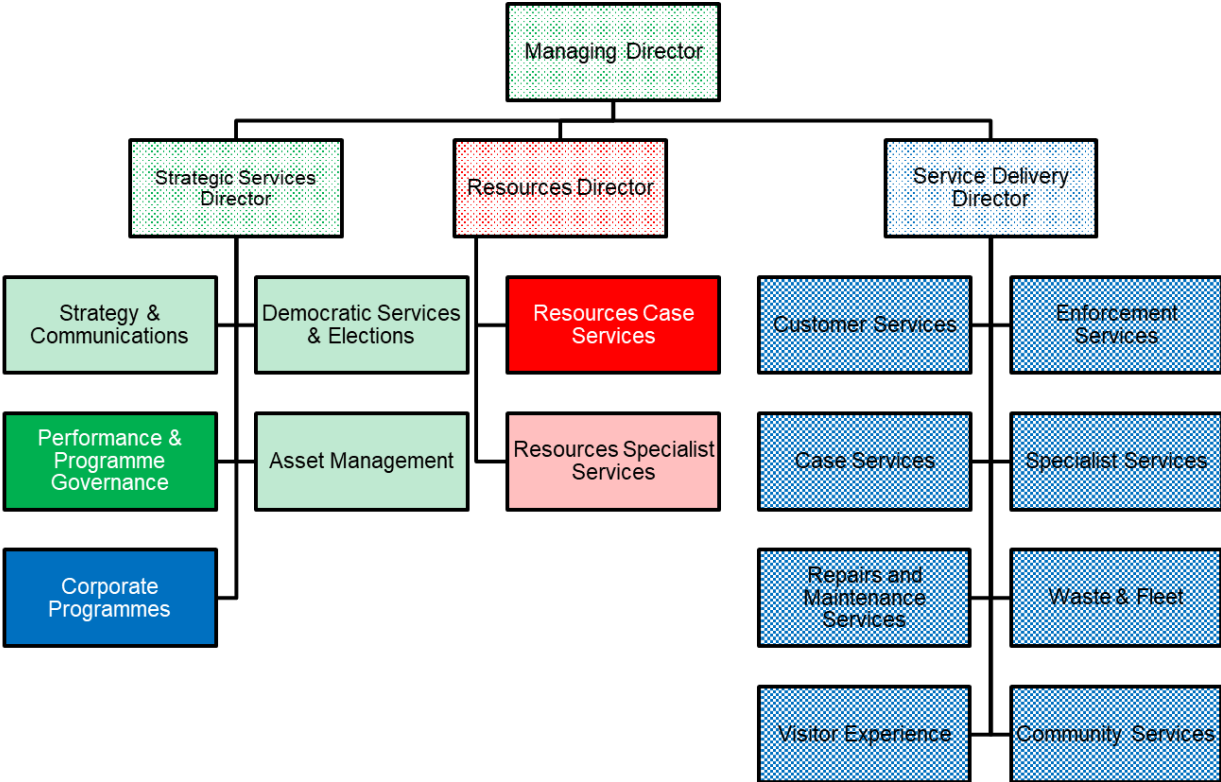


Figure 5: Colour coding of proposed roles with example permutations

This colour coding can be considered alongside the phasing set out in Section 2.4 and the high-level structure. The colours are adopted throughout Section 3:



Staff are encouraged to understand and comment on how the council will work once the transformation is complete and identify roles that may be of interest.

In addition, job descriptions and supporting information will be posted for all roles being consulted in Phase A. See Section 4 for further details of the consultation process.

3.1. Strategy directorate

The overall structure for the directorate is shown below and each team is shown in greater detail in the following sub sections:

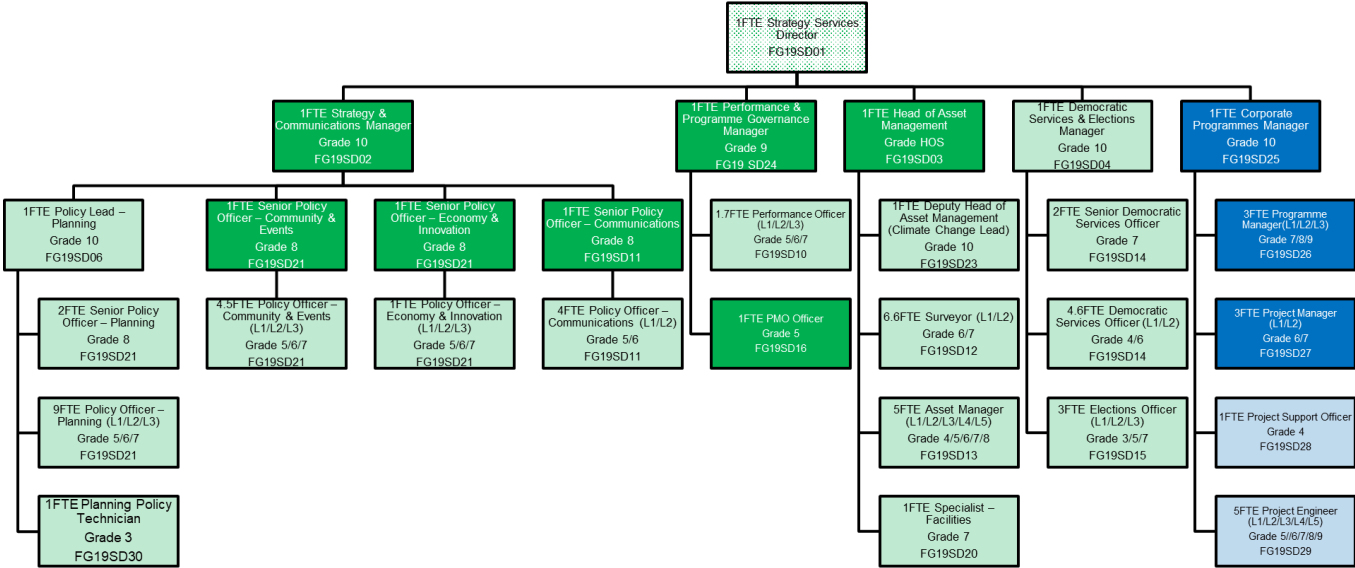


Figure 6: Strategic services organisation chart

Each team is now described in detail in the following sections.

3.1.1. Strategy & communications

3.1.1.1. Structure chart

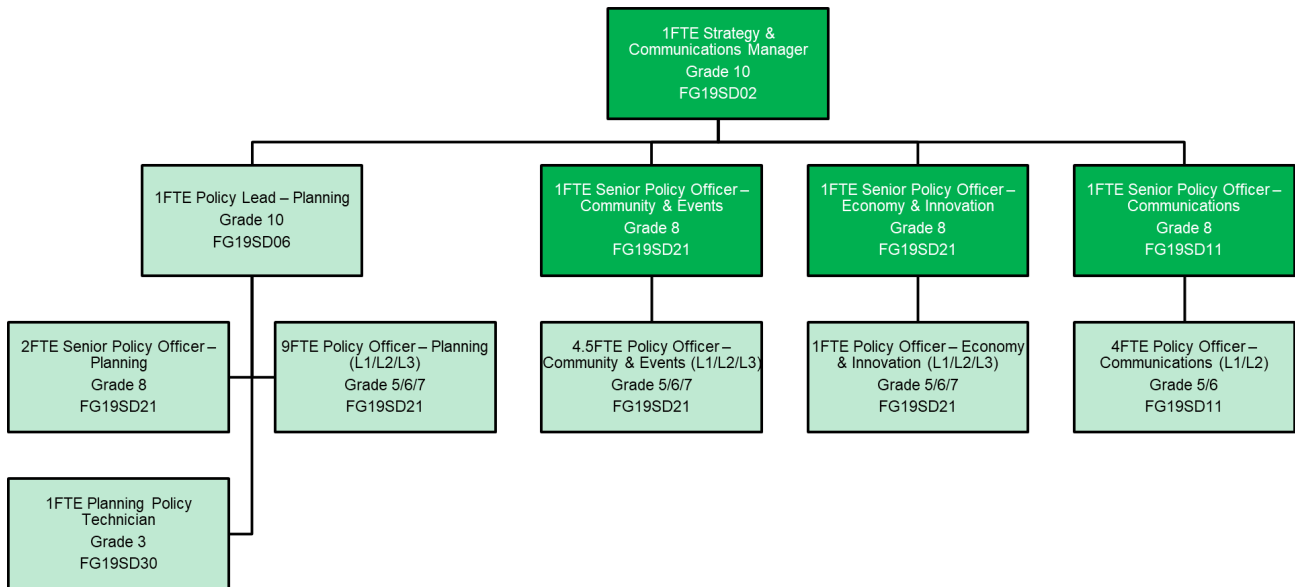


Figure 7: Strategy, performance and communications organisation chart

3.1.1.2. Purpose

To articulate the council’s priorities, develop strategies to deliver these priorities and communicate them effectively to key stakeholders.

3.1.1.3. Role

- Work with Members to articulate and update performance against the corporate plan of the council
- Ensuring an effective strategy and policy framework that underpins the corporate plan
- Delivering the Local Plan as a core component of strategy, developing a framework for the use of land which delivers against the corporate plan
- Accountability for developing and maintaining suitable strategic partnerships that deliver on our shared priorities and target outcomes
- Prioritise the needs of the borough, and engaging with internal and external customers through the most effective channel

3.1.1.4. Vision

Recognised by customers as a council that works closely with strategic partners to achieve the aspirations of One Guildford.

3.1.1.5. Scope of activity

- Creating business cases to specify new programmes and initiatives that will deliver the council’s strategic priorities
- Working with Members to develop the council plans, based around strategic themes, and work closely with specialists in service delivery to harness expertise on delivering strategies through programmes, services and partnerships
- Coordinating with key partners and delivering interventions/events/activities to promote priority outcomes in the borough

- Coordinating strategic innovation and growth outcomes in the borough; sector development, networking, business liaison, economic promotion, town centre improvement, inward investment
- Delivery of the Local Development Plan
- Marketing, customer engagement, internal and external communications

3.1.1.6. Impact of strategy based reductions

As a result of the Local Plan being submitted there will be a reduction in the resource requirements for Planning Policy activity and this is accounted for in the proposed number of FTEs in these roles.

3.1.1.7. Strategic, operational & functional management in this team

- The strategy & communications manager is operationally responsible for the team. The functional aspect of this role is to be the most expert strategist in the organisation
- Policy leads are primarily functional roles and act as the most senior policy role in the area, as well as holding operational accountability for their team
- All other roles (including senior policy officers) are functional roles with no operational management accountability; delivering strategic plans and setting direction. This distinguishes them from specialists in the service delivery directorate who are functionally accountable for how outcomes are delivered against plans
- Matrix working across directorates is critical across specialists in this team who must draw on the knowledge and expertise of specialists in service delivery to produce meaningful, achievable strategies and plans

3.1.1.8. Key relationships with other teams

- The team coordinates all of the following and will therefore be required to work with a number of other teams:
 - Events: events across services and offerings including tourism, leisure and other services coordinated by policy officers (community and events). This is likely to involve working across key stakeholders in service delivery to maintain a joined up approach across all events, with consistent priorities and messages to the community
 - Grant funding: community, art and leisure grants coordinated by policy officers (community & events)
 - Strategic partnerships: owning the relationship with key stakeholders in genuinely strategic partnerships to maximise collaboration. For example, working with organisations and businesses to promote investment and improvement in the borough coordinated by policy officers (innovation & growth)
- Policy officers in each strategic area will draw input from the performance and programme governance team to ensure that strategic partnerships deliver the required outputs against the resources dedicated to them
- Lead and senior policy officers will coordinate the relationship with Members and therefore the rest of the organisation will use these officers as a key channel for high level Member engagement so that decision making is coordinated and decision making is informed
- Policy officers will link with lead specialists. This ensures strategies are achievable by drawing in appropriate technical knowledge but retains oversight of inter-dependencies across the council and with key partners

3.1.1.9. Benefits of this team

- Co-ordinated strategy with genuine oversight of how activities, processes and services undertaken deliver on the ambitions of the council
- A robust annual strategic cycle that engages key stakeholders at the right time; a framework to deliver what the borough needs and what residents want

- Simplification of how we develop strategies and policies and deliver grants, events and strategic partnerships
- Delivering the Local Development Plan as a strategic activity so that it responds to the needs of the borough
- Maintaining a co-ordinated approach to keeping internal and external customers informed and engaged in the council’s priorities, services and campaigns

3.1.2. Performance & programme governance

3.1.2.1. Structure chart

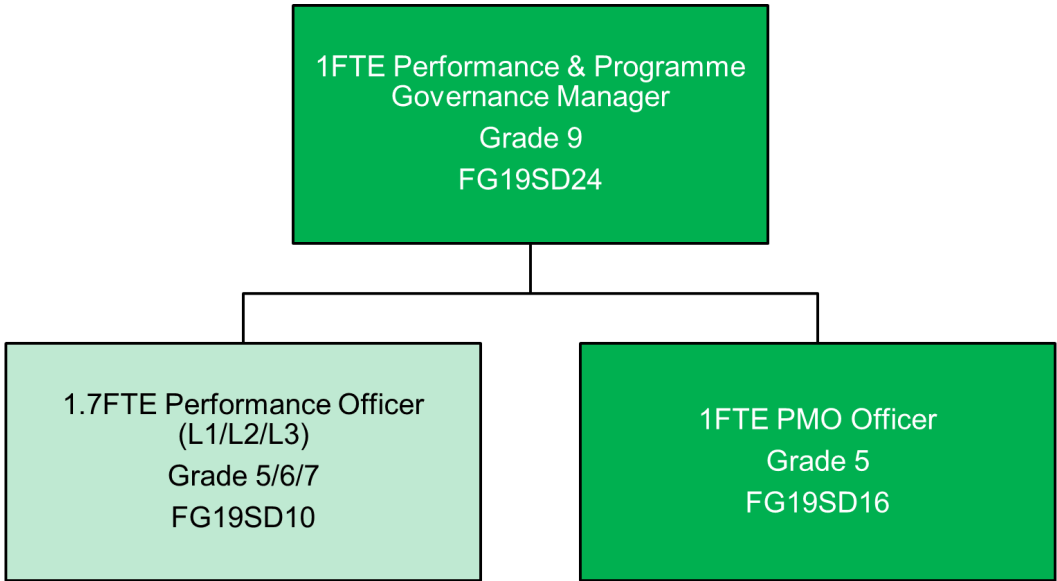


Figure 8: Performance and programme governance organisation chart

3.1.2.2. Purpose

Owning the corporate approach to monitoring performance and enabling successful corporate programmes which are monitored and evaluated consistently.

3.1.2.3. Role

- Owning an informed and effective corporate performance cycle which enables the council to recognise and intervene in the right way and at the right time
- Owning programme governance for all corporate projects and programmes

3.1.2.4. Vision

A trusted, committed and enthusiastic team of forward-thinking people responsible for embedding a performance and achievement culture across the organisation.

3.1.2.5. Scope of activity

- A PMO (project management office) which will set out how programmes will be done across the council and provide robust independent challenge. This includes setting out how programmes will be monitored and reported on, ensuring partners are held to account for the delivery of programmes through appropriate programme boards, regular reporting on the progress of programmes, sitting on various boards in a secretary capacity. It does not include supporting programme delivery activity on specific programmes.
- Implementation of relevant performance management frameworks, service planning, corporate target setting and work plans
- To provide specialist advice and support in the definition of performance measures and the gathering and analysis of performance data
- Identification and implementation of opportunities for improvement, maintaining the council's work in benchmarking, knowledge sharing and best practice

3.1.2.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.1.2.7. Strategic, operational & functional management in this team

- The performance & programme governance manager is operationally responsible for the team; no other role within the team has operational management accountability. The functional aspect of this role is to be the most expert project and programme management authority and performance specialist in the organisation

3.1.2.8. Key relationships with other teams

- The performance team will facilitate the delivery of the council's priorities by owning efficient systems of performance management. This will include working with operational managers in developing a range of performance metrics/indicators and ensuring there is suitable accountability across the organisation to deliver on this through their service plans
- The performance team will monitor projects and programmes delivered at a corporate level and offer guidance and remedial action to ensure they fundamentally respond to strategic initiatives
- Operational managers will be accountable for performance management against service plans and programme plans, but the performance team will run the performance cycle and provide independent challenge and support for CMT

3.1.2.9. Benefits of this team

- Delivering strong performance by ensuring deploying systems to monitor the delivery of services, measure the right things, co-ordinate performance reporting and ensure remedial action
- Provision of dedicated resource to support corporate programmes within the council's strategic initiatives
- Ensuring that the council fulfils its obligations for statutory reporting

3.1.3. Asset management

3.1.3.1. Structure chart

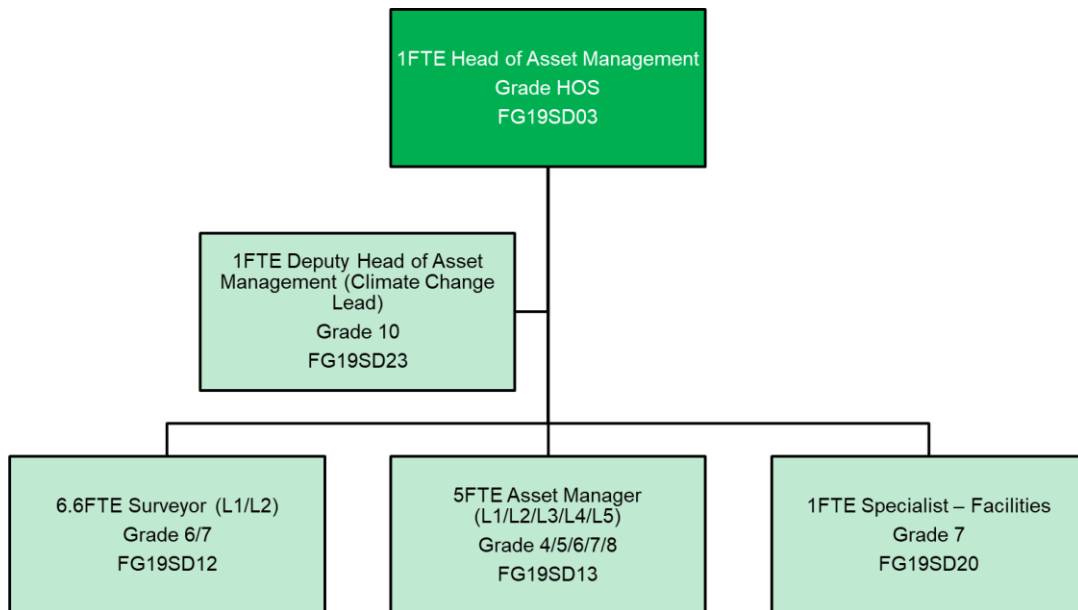


Figure 9: Asset management organisation chart

3.1.3.2. Purpose

To own and deliver the asset strategy which will ensure the organisation has the right assets to meet strategic and commercial targets, managing and maintaining them to deliver against these targets.

3.1.3.3. Role

- Owning the asset strategy and plan
- Commission maintenance
- Providing expert asset advice to a range of services
- Delivering asset improvement projects
- Providing the strategic business case for major projects and programmes related to our assets

3.1.3.4. Vision

A sustainable asset base that is fit for purpose; appropriately managing liabilities on an asset base that enables the council to meet commercial and strategic outcomes.

3.1.3.5. Scope of activity

- Supporting relevant capital programme projects with advice and guidance
- Procuring valuation services
- Owning delegated procedures and ensuring compliance in the areas of asset management. For example, asbestos, fire, legionella, health and safety
- Managing compliance contracts
- Managing the property portfolio; monitoring performance and managing disposals, divestment and acquisitions to deliver the asset strategy
- Managing the investment portfolio and associated income/expenditure budgets to meet commercial surplus targets
- Managing landlord/tenant matters, rent reviews and lease renewals

- Providing expert advice on property issues to internal customers
- Inspections, monitoring, checks and surveys
- Analysing utilities and energy consumption to improve performance

3.1.3.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.1.3.7. Strategic, operational & functional management in this team

- The head of asset management is operationally responsible for the team; only one other role within the team (deputy head of asset management) has operational management accountability. The functional aspect of the head of asset management role is to be the most expert asset manager in the organisation
- The deputy head of asset management will have operational responsibility for either the asset management roles or the surveyor roles in the team and deputise for the head of asset management as appropriate
- All other roles in the team are functional roles with no operational management accountability; delivering the asset management strategy and ensuring assets are appropriately maintained

3.1.3.8. Key relationships with other teams

- Content of the capital and investment strategy is owned by CMT through the strategic services director and informed by the strategy, policy and communications team. This drives the content of the asset management strategy in terms of levels of investment and target outcomes. The asset strategy, owned by the asset management team, will determine how funds allocated will be used to meet financial targets (from the capital and investment strategy) and strategic targets (from the corporate plan and other thematic strategies)
- Asset management will run and maintain assets that may be developed, acquired, divested or disposed in the through corporate programmes. The asset management team will work closely with the corporate programmes team to ensure that assets held for business as usual are handed over to the asset management team smoothly and at the appropriate time (for example, after completion of newly developed building in a regeneration project)
- All assets will be held centrally by the council so that decisions on the best use of assets can be made corporately. The asset management team will work closely with service delivery teams to ensure assets are fit for purpose and that data/information is appropriately accurate and complete

3.1.3.9. Benefits of this team

- Ownership of a genuine asset strategy that articulates how the council as a whole will hold a blend of assets which balances strategic outcomes in the corporate plan and commercial targets in the commercial strategy
- A central view of asset performance across the organisation and an associated maintenance programme which is coordinated to maximise efficiency

3.1.4. Democratic services & elections

3.1.4.1. Structure chart

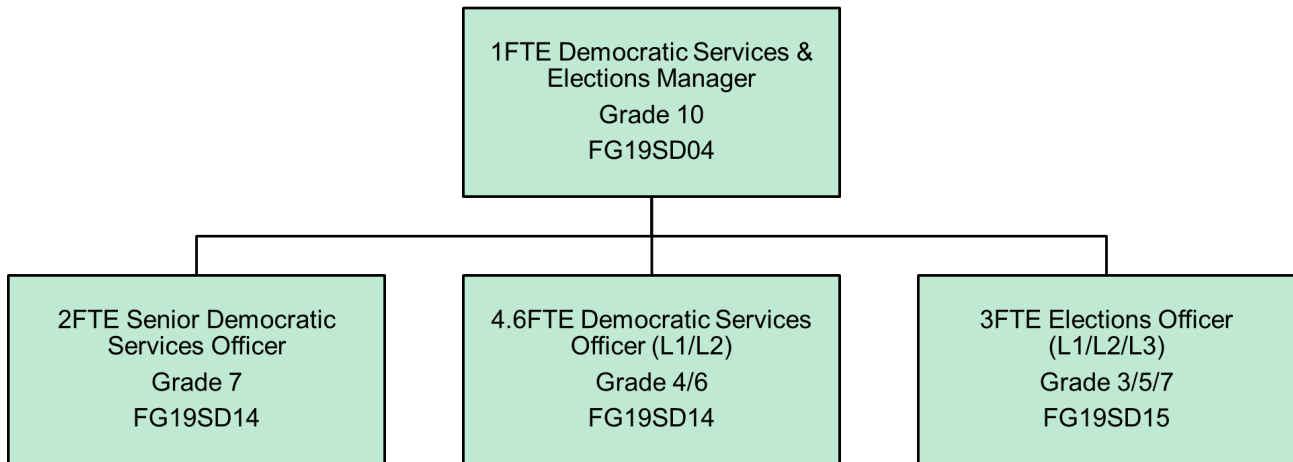


Figure 10: Democratic services & elections organisation chart

3.1.4.2. Purpose

To provide assurance to councillors, senior managers and residents that the council makes sound decisions based on robust governance approach.

3.1.4.3. Role

- To promote transparency, openness & accountability to an ethical framework and support delivery of the corporate plan
- Manage elections and registration in accordance with the law
- To provide a framework for the council's decision making by ensuring robust arrangements are in place
- To manage and support local democracy

3.1.4.4. Vision

Recognised as a trusted partner that provides impartial challenge to make a positive impact.

3.1.4.5. Scope of activity

- Provide a comprehensive administrative service to committees of the council in accordance with the organisation's constitutions including maintaining the council's forward plan
- Acting as a first point of contact for Members and advising in ensuring lawful and efficient discharge of executive functions
- Governance and constitutional advice to internal customers
- Managing elections and electoral registration
- Supporting councillors and providing training/induction

3.1.4.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.1.4.7. Strategic, operational & functional management in this team

- The democratic services & elections manager is operationally responsible for the team; no other role within the team has operational management accountability. The functional aspect of this role is to be the democracy and elections expert in the organisation
- All other roles have no operational management accountability

3.1.4.8. Key relationships with other teams

- The annual governance statement is coordinated by the democratic services and elections team, collaborating with the performance and programme governance team, internal audit function, S151, monitoring officer and any other key stakeholders to recommend actions/changes that improve the council’s transparency and decision making
- Democratic services officers will write a forward plan of council, committee and working groups as advised by the strategy, performance and communications team
- Delegated authorities and meeting structures in the council’s constitution respond to strategic themes of Place, Community and Innovation. As such, input from lead specialists (service delivery directorate) and policy officers (strategy directorate) will be crucial to ensure these are as effective as possible

3.1.4.9. Benefits of this team

- Providing Member support and working that ensures efficient democratic processes; constitution and governance that makes the council transparent and accountable to residents

3.1.5. Corporate programmes

3.1.5.1. Structure chart

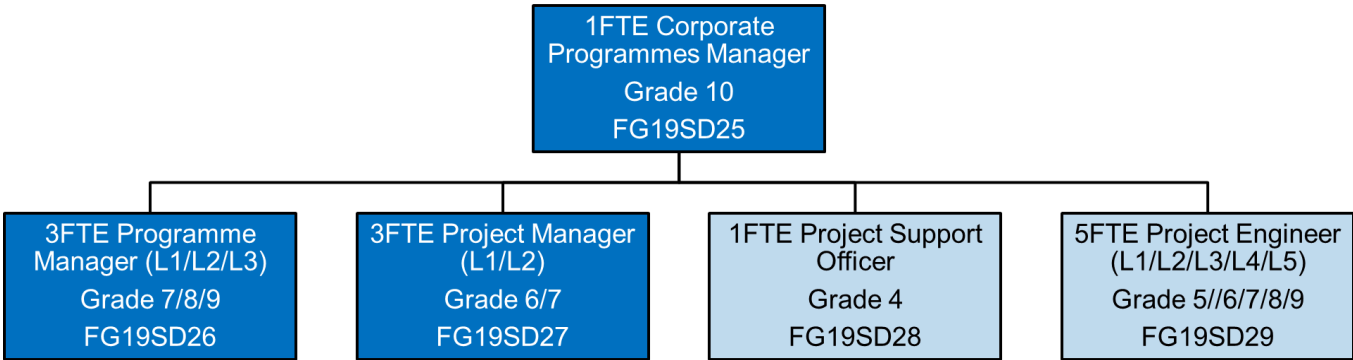


Figure 11: Corporate programmes organisation chart

3.1.5.2. Purpose

The council's resource for delivering projects and programmes across services and sectors; the strategic delivery arm of the council.

3.1.5.3. Role

- Inputting to business cases and feasibility studies to determine projects and programmes that will best meet outcomes in the council's corporate plan
- Building teams to lead and deliver projects
- Programme/project management and support (not including programme governance which is carried out by the performance and programme governance team)
- Emphasis on delivering projects that promote sustainable regeneration in the borough

3.1.5.4. Vision

Consistent delivery of priority outcomes in the corporate plan; contributing to a borough with sustainable growth, certainty for businesses and improved quality of life for residents.

3.1.5.5. Scope of activity

- Engineering and transport project delivery (including site supervision, design works, funding bids)
- Oversight of how technical engineering work is delivered across the council
- Programme/project management for a range of corporate programmes which sit outside of business as usual activity and underpin the council's strategic initiatives. This includes:
 - Drawing on technical knowledge of specialists in both other strategy teams and in service delivery to facilitate efficient and effective programme delivery
 - Creating and executing contracts to support delivery
 - Procuring consultancy where required
 - Reporting progress, risks and issues to stakeholders
 - Communicating with internal customers to articulate impacts to services across the council
 - Inputting to business cases and feasibility studies undertaken in the strategy, performance and communications team to support proposals in terms of delivery approach, resourcing and budgeting

3.1.5.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.1.5.7. Strategic, operational & functional management in this team

- The corporate programmes manager is operationally responsible for the team; no other role within the team has operational management accountability. The functional aspect of this role is to be the most expert programme management authority in the organisation
- Matrix management applies throughout the corporate programmes team. Programme managers are accountable for the programme and supporting staff report in an operational context to the programme manager
- All programmes will have assigned a programme sponsor and programme board who will act as client for the corporate programmes team
- All programmes will respond to a business case owned by the strategy and communications teams who will articulate the expected programme benefits to be reported against and delivered
- Depending on the structure of any given programme, functional accountability for different elements of a given programme could sit with different roles. For example, an engineering

work stream lead within a transport programme or a lead specialist within a community or regeneration programme

3.1.5.8. Key relationships with other teams

- The strategy, performance and communications team will be accountable for the business case and feasibility stage of projects. As well as working closely with Members to ensure proposed projects deliver on political ambition, policy officers will draw in the expertise of the corporate programmes team
- The performance and programme governance team includes a PMO (project management office) which will be accountable for programme governance; this is distinct from specific programme support which is the responsibility of the corporate programmes team.
- The council's asset strategy, including the basis for acquiring or developing assets, is the accountability of the asset management team and flows from the capital and investment strategy. This will drive the direction and create the fundamental need for significant regeneration programmes which will form part of the work programme of the corporate programmes team
- The asset management team is accountable for the ongoing maintenance of major assets. The corporate programmes team will work closely to hand over newly acquired or developed assets after completion of regeneration programmes
- Corporate programmes will liaise appropriately with specialists across both resources and service delivery to make best use of technical expertise across the organisation. For example:
 - Input from finance specialists on maximising the use of available funds and providing quality management information
 - Input from development management specialists to get advice on planning conditions in major regeneration programmes
 - Working closely with the planning policy team to make sure projects best meet the needs of the local development plan and respond to external factors

3.1.5.9. Benefits of this team

- A pool of resources dedicated to delivering strategic programmes which directly create outcomes against the council's corporate plan
- A consistent approach to executing programmes across the organisation

3.2. Resources directorate

The overall structure for the directorate is shown below and each team is shown in more detail in the following sub sections:

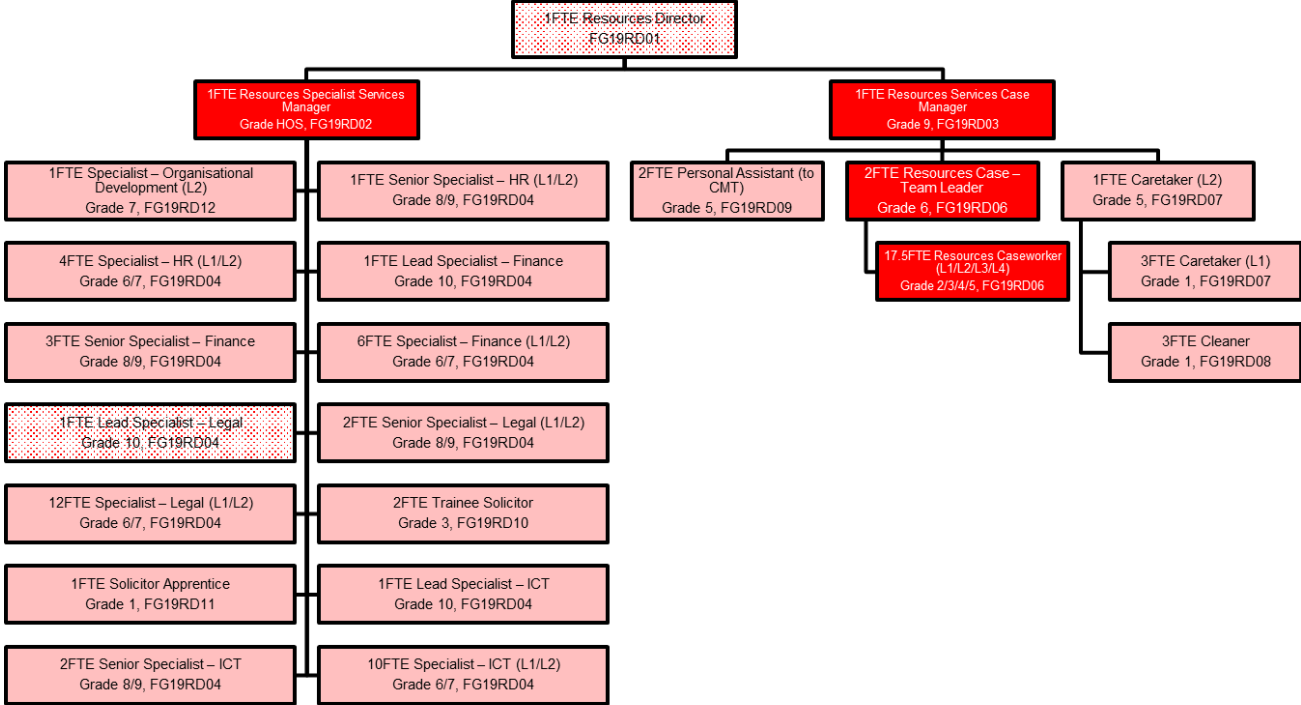


Figure 12: Resources organisation chart

Each team is now described in detail in the following sections.

3.2.1. Resources case services

3.2.1.1. Structure chart

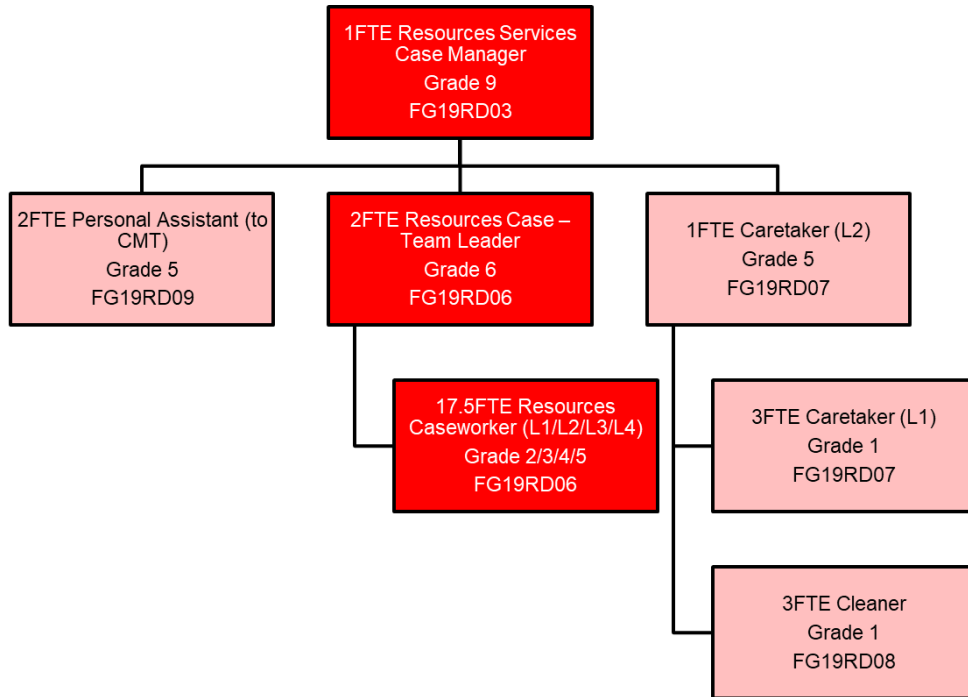


Figure 13: Resources case services organisation chart

3.2.1.2. Purpose

To support and enable teams across the council to deliver quality services for customers by providing excellent support services.

3.2.1.3. Role

- Acting as the first point of contact for advice and support to internal customers
- Supporting and encouraging internal self-service to manage demand and drive channel shift
- Owning and resolving support services requests for all council teams
- Acting as partners to the business, seeking feedback to change and improve

3.2.1.4. Vision

To provide a firm foundation for the delivery of front-line council services. Empowering the resources case services team to make decisions and respond to customer needs, at the same time as fostering independence and self-sufficiency.

3.2.1.5. Scope of activity

- Efficient case processing and sharing of best practice across the team. Specific examples include but are not limited to:
 - Payments of invoices, payments and maintaining records
 - Running payroll, change administration
 - Preparing corporate and service information to facilitate annual budgeting
 - Financial controls, income reconciliation, bank reconciliation, income analysis
 - Processing payments, creditors, insurance and sundry debt
 - Statutory returns
 - Supporting budget setting and planning
 - General support to CMT where required

- Routine systems maintenance and development
- Supporting ICT infrastructure
- IT help desk enquiries and support
- Information, gazetteer and GIS management
- Systems administration
- HR queries and support
- Attendance management support and administration
- Accessing and updating a range of systems
- Stock management, ordering supplies
- Effective casework and case services including handling related cases for a single internal customer, assessing risk and working on complex cases in conjunction with resources specialists
- Caretaking duties
- Cleaning duties
- Driving channel shift / enabling self-service

Between them this team of caseworkers (17.5FTE) and team leaders (2FTE) will deliver the following activity each year:

Activity area	Resources casework FTE (inc. team leaders)
Financial services	8.2
Human resources	3.6
ICT	4.4
Legal services	1.2
Reprographics	2.0
TOTAL	19.5

3.2.1.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.2.1.7. Strategic, operational & functional management in this team

- The resources casework manager is operationally responsible for the team
- The resources casework team leaders will spend the majority of their time working cases. They will also support the resources casework manager in operationally managing the team (typically around 20% of the role). This will include assisting with budgeting, resourcing, individual performance meetings, personal development plans, 121s
- The career progression of caseworkers can fundamentally take one of two routes:
 - **Operational development:** targeting improvement in operational delivery, management and decision-making skills. This journey will involve developing skills in managing individuals, team performance, resourcing and budgets. This is likely to involve progression to team leader within the resources case services team or other multi-skilled teams in service delivery, by taking on *responsibility* and assisting in operational management. The medium-term view is to a wide range of tier 2 management positions across the organisation, taking on *accountability* for operational management
 - **Functional development:** targeting improvement in functional or strategic skills
 - This journey can involve developing a deep understanding of a specialist area, targeting status as a subject matter expert. Ability to handle the most complex casework, as well as using this knowledge to train, support and develop others, within the team provides a path towards specialist L1 and beyond

- This journey can involve developing a broad understanding of two or three related services or specialist areas. These areas are likely to be inter-connected from the perspective of a customer pathway (for example, housing benefits and housing options). This holistic skill set and wider understanding provides path towards either resources specialist, corporate performance or policy roles

3.2.1.8. Key relationships with other teams

- The resources case services team will interact with people across both strategy and service delivery directorates to support majority of internal queries and requests. These will be prioritised against principles set out in the resources case services service plan and will ultimately align to supporting priority service delivery outcomes
- The resources specialist team will functionally support the resources case services team. The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective, and hold accountability for the training and competence of any given caseworker to undertake tasks
- The case services team in service delivery will see similar challenges in terms of operational management, utilising resources and maintaining performance. A culture of learning between the teams can make the council more effective. For example, regular evaluation sessions between managers and team leaders, communities of practice, buddying caseworkers
- The resources case services manager will be accountable for how business partnering is done across all directorates. This model aims to enable the business; providing the right resource to meet their needs, keeping the business connected, further embedding matrix working and sharing across teams. Strong relationships between the resources team and lead specialists as well as frequent review meetings will make this effective

3.2.1.9. Benefits of this team

- A team with critical mass; resilience in support services so that resources can be directed towards the right things at the right time
- Consistency in how support is delivered across the organisation and the ability to take ownership of problems (for example, introducing new starters into the organisation is efficient and the experience everyone gets is consistent)
- A single point of contact for customer requests, drawing in the knowledge of resources specialists where appropriate

3.2.2. Resources specialist services

3.2.2.1. Structure chart

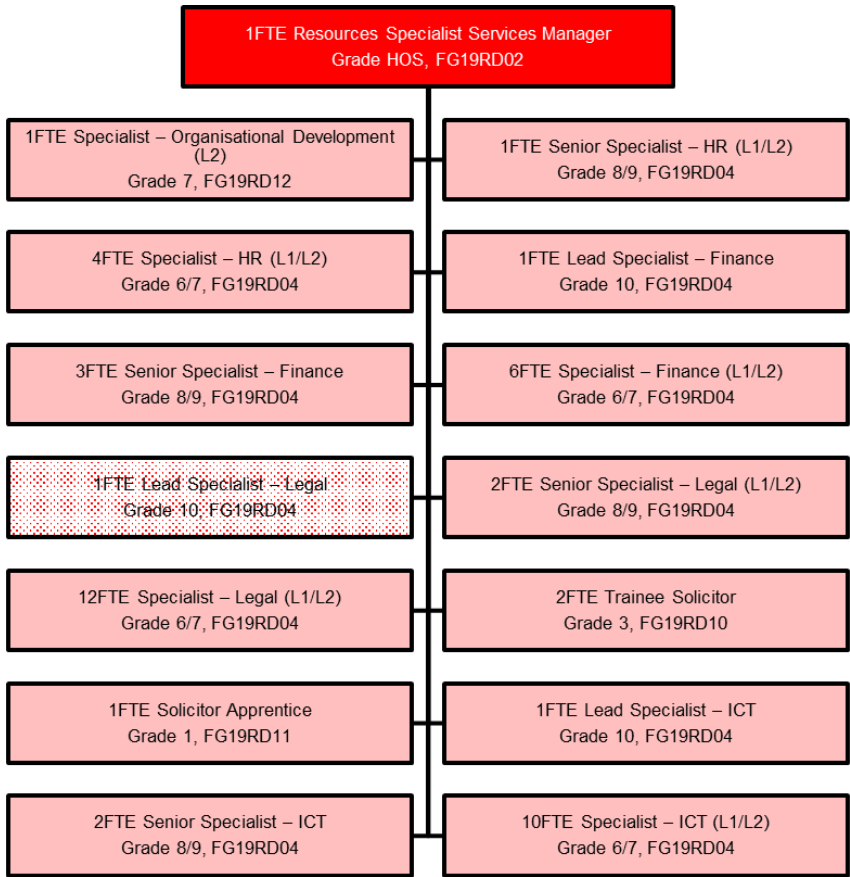


Figure 14: Resources specialist services organisation chart

3.2.2.2. Purpose

To provide expert, professional advice and support to enable teams across the council to deliver quality services for customers.

3.2.2.3. Role

- Providing support and expertise in ICT, financial, people, legal and facilities matters to help colleagues do their jobs well
- Helping the council to manage risk and stay compliant in the delivery of public services and projects

3.2.2.4. Vision

To support the council to run smoothly and efficiently, with a reputation for adding real value as well as ensuring the council operates in an ethical and sustainable manner.

3.2.2.5. Scope of activity

- Specialists in support services, accountable for how support services are delivered to service delivery
- Handling complex cases in each specialist area that require professional judgement
- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy

- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Inputting to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Coaching resources caseworkers to disseminate information and ensure genuine business partnering, quality of service and compliance
- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy

Resourcing that responds to this is set out in more detail in two appendices:

- Appendix Q – Detailed Organisation Charts (Operational Reporting Lines); organisation charts that demonstrate operational reporting lines and seniority (which are the same as those throughout section 3)
- Appendix R – Detailed Organisational Charts (Functional Reporting Lines); for specialist teams; organisation charts that demonstrate functional reporting lines and seniority. This defines seniority in how technical expertise, mentoring and accountability for ways of working (see section 2.3 for details of functional and operational management principles). These charts therefore detail the technical competencies of specific specialist roles that are expected and the level to which they will be resourced

3.2.2.6. Impact of strategy based reductions

Resourcing in this team has not been reduced as a result of planned reductions in service levels.

3.2.2.7. Impact of service challenge projects

The number of specialist legal roles and budget for these roles has remained largely unchanged from the current structure. This is reliant on the legal services team working with the rest of the business to significantly reduce the current level external legal expenditure in the region of £250K-£300K per annum, with the Lead Specialist of Legal being accountable for delivering this saving.

3.2.2.8. Strategic, operational & functional management in this team

- The resources specialist services manager is operationally responsible for the team
- There will be 3-4 specialists undertaking the role of team leaders in the same way as in multi-skilled teams and resources case services. These team leaders will support the resources specialist services manager in operationally managing the team. These responsibilities will be allocated on a case by case basis and, because it is an operational management responsibility, specialist seniority is not a consideration. Responsibilities will include assisting with budgeting, resourcing, individual performance meetings, personal development plans and 121s
- Specialists are managed functionally by their lead specialist
- Lead specialists are functionally the most senior experts in their area across the organisation; the point of escalation on functional issues from here will be to the resources director or managing director as appropriate

3.2.2.9. Key relationships with other teams

- The resources specialist team will functionally support the resources case services team. The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective. and hold accountability for the training and competence of any given caseworker to undertake tasks.
- The resources specialist services team will take a business partnering approach to form customer relationships with all other internal customers and ensure that the resources directorate is providing great management information and overall support

- Specialists will support corporate programmes by providing advice, guidance and strategic input to facilitate the programme in meeting objectives as efficiently as possible while maintaining compliance
- Specialists will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance (for example, capital and investment strategy)

3.2.2.10. Benefits of this team

- Effective and efficient use of specialist knowledge within resources, with specialists who are empowered to continuously improve how things are done
- Providing a trusted resource for service delivery and enabling better outcomes for customers

3.3. Service delivery directorate

For Phases B (where design work is ongoing) and C (the fundamental delivery models are under consideration) we show:

- Summary structure chart – demonstrating the operational reporting lines between teams
- High level overview of each team’s activity

The overall structure for the directorate is shown below:

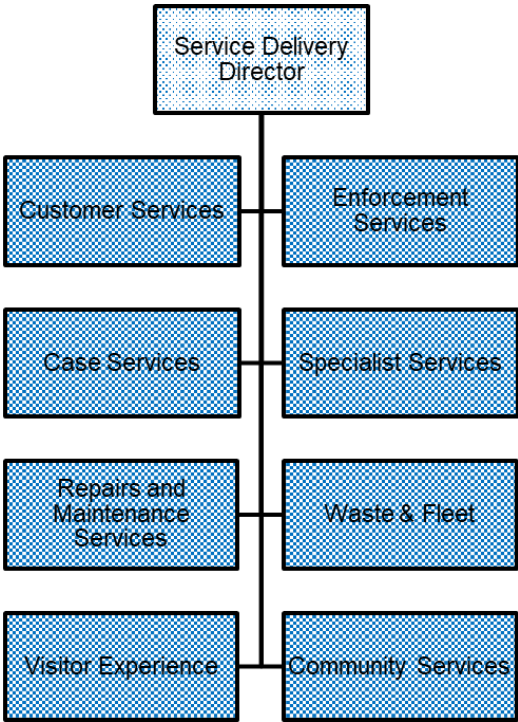


Figure 15: Service delivery organisation chart (high level)

Each team is now described in the following sections. The following teams and summary of the activity within them are for information only at this stage. These teams and roles will be subject to full consultation planned for January 2020. Activity for each team is shown below but the roles and number of FTEs associated with activity are not shown.

3.3.1 Customer services

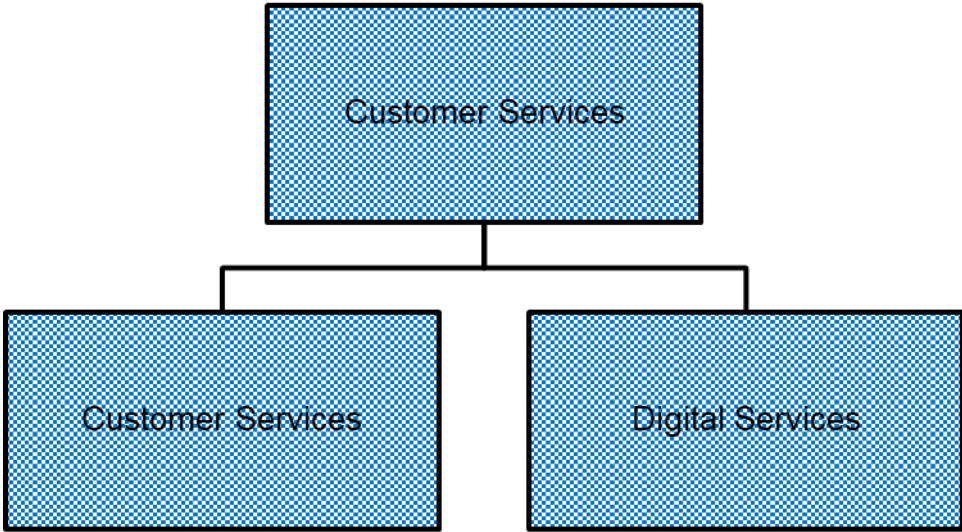


Figure 16: Customer services team activity

- Customer services will act as the first point of contact across all council services; resolving queries at the earliest possible stage.
- As part of the Future Guildford principles engagement will be delivered through a variety of channels including web requests, phone and face-to-face
- Customers will identify the most appropriate method of engagement and we will encourage self-service wherever appropriate
- Transactional and rules-based queries and service requests will be resolved by Customer services and will manage queries relating to all areas of the Council
- This team will also manage the website content and our digital offering to customers

3.3.2 Enforcement Services

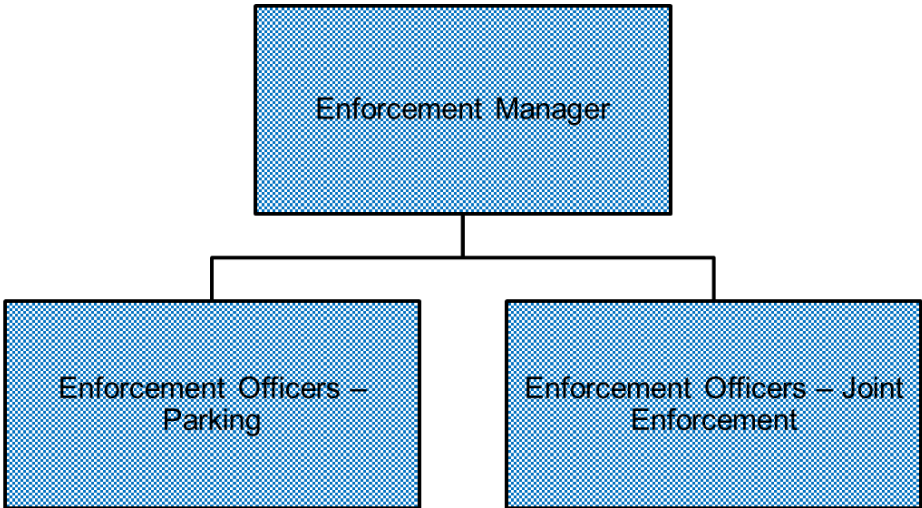


Figure 17: Enforcement services team activity

The enforcement team will include all current aspects of parking enforcement and joint enforcement Other inspection and enforcement activity currently performed in service teams will also be brought together in this team where it is possible for multi-skilled enforcement officers to complete these tasks (some enforcement will remain in the specialist team).

3.3.3 Case services

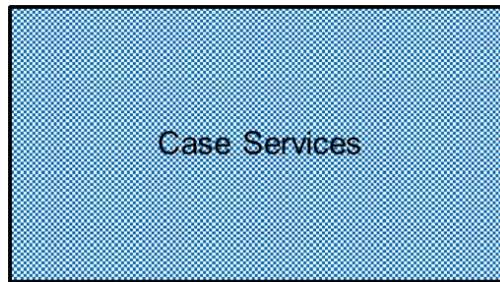


Figure 18: Case services team activity

- Case Services will assess and manage rules-based cases, queries and requests that cannot be quickly resolved by Customer Services
- The Case Services team will be accountable for the majority of casework in the council, owning cases to get the right outcome as quickly as possible for customers
- Case Services will manage rules-based cases from the following current areas (this is not an exhaustive list):
 - Exchequer services
 - Environmental health
 - Housing and homelessness
 - Neighbourhood services
 - Parking
 - Development control
 - Building control
 -

3.3.4 Specialist services

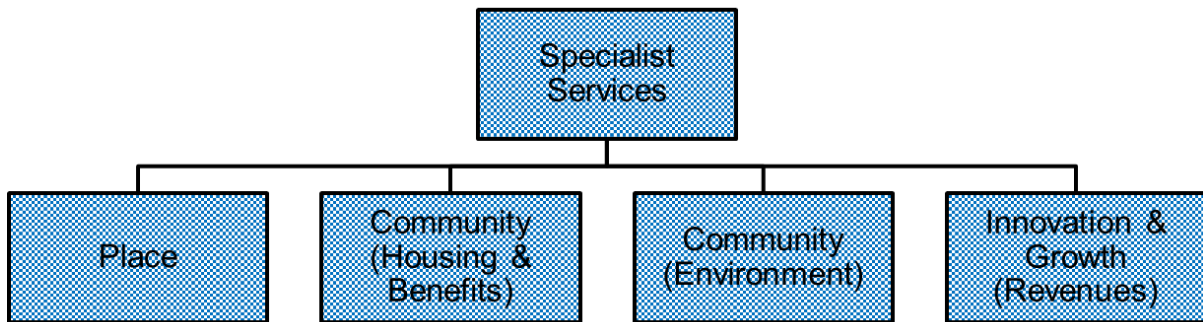


Figure 19: Specialist services team activity

Technical oversight, complex case work, project work and input to strategy and policy across the core services of the organisation where activity is aligned to the corporate plan themes as shown below:

- Place:
 - Planning
 - Building control
- Community (Housing and benefits):
 - Homelessness
 - Housing advice
 - Housing management
 - Private sector housing

- Benefits
- Community (Environment)
 - Food safety
 - Health and safety
 - Noise and pollution
 - Licensing
- Innovation & Growth (Revenues)
 - Council tax
 - Business rates

3.3.5 Repairs & maintenance

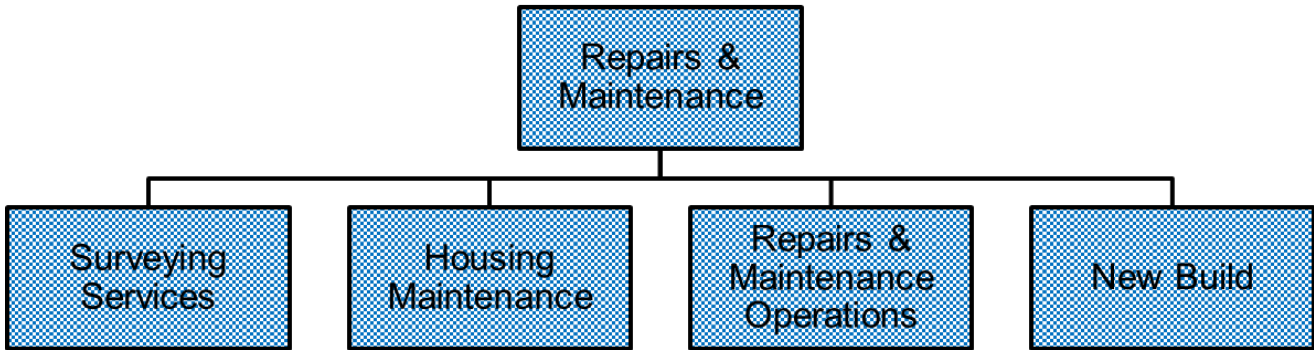


Figure 20 Repairs & maintenance team activity

- Surveying services will include surveyors, mechanical, electrical and technical support
- Housing maintenance will include the maintenance and repairs officers
- Repairs & Maintenance operations will include the multi-skilled operatives, drivers, labourers and operations support
- The New Build team will project manage the building of new houses

3.3.6 Waste & fleet

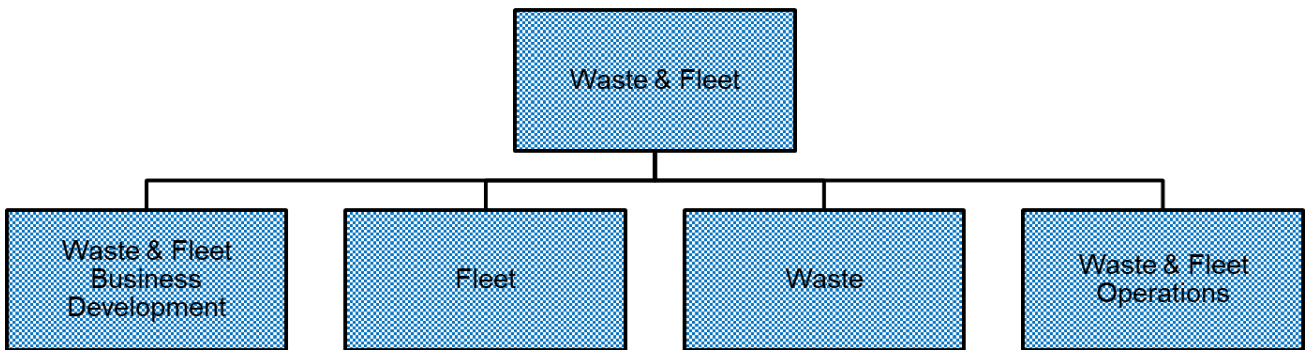


Figure 21 Waste & fleet team activity

- The Business Development team will focus on the continuing commercialisation of the Waste & Fleet service. This will include exploring further opportunities to scale existing contracts and seek new business
- The Fleet team will focus on the management and maintenance of the council fleet including:
 - MOT testing

- Fitting
- Workshop repairs
- The Waste team will focus on the service delivery element of waste collection including:
 - Litter patrol
 - Street cleaning
 - Commercial and residential waste collection
 - Inspections – refuse and recycling
- The Operations team is diverse and **not only supports the other waste & fleet teams but also all of the visitor experience teams** and will include activity currently completed by:
 - Labourers & Cleaners
 - Wardens & Caretakers
 - Gardeners
 - Tree officers & horticulturalists

3.3.7 Visitor experience

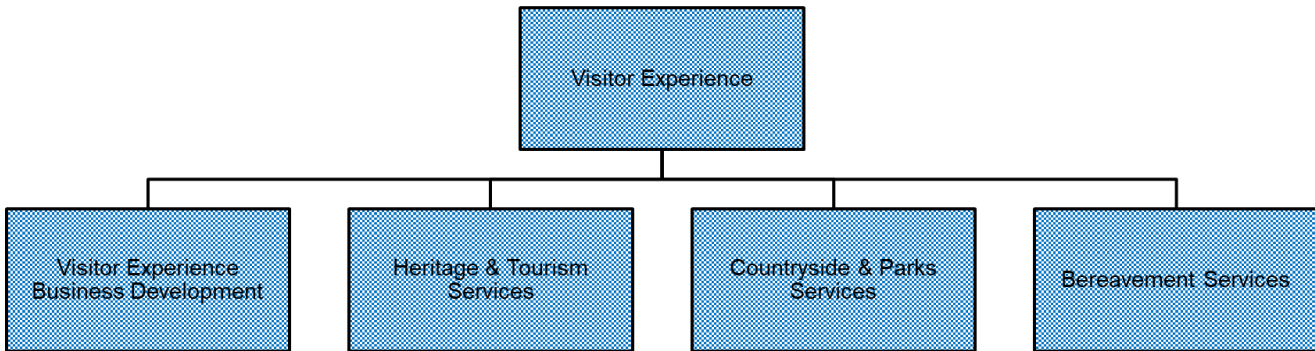


Figure 22: Visitor experience team activity

- The Visitor Experience Business Development team will focus on the continuing commercialisation of the Assets within the Visitor Experience service. This will include exploring further opportunities to scale existing contracts and seek new business
- The Heritage & Tourism team will focus on the successful attraction of visitors to its key heritage and tourism sites and the customer experience and commercial offerings at these sites. Operational support will be provided by the Waste & Fleet Operations team
- The Countryside & Parks team will focus on the successful attraction of visitors to its key Countryside & Parks sites and the customer experience and commercial offerings at these sites. Operational support will be provided by the Waste & Fleet Operations team
- Bereavement services will focus on the management of the crematorium and services. Operational support will be provided by the Waste & Fleet Operations team

3.3.8 Community services

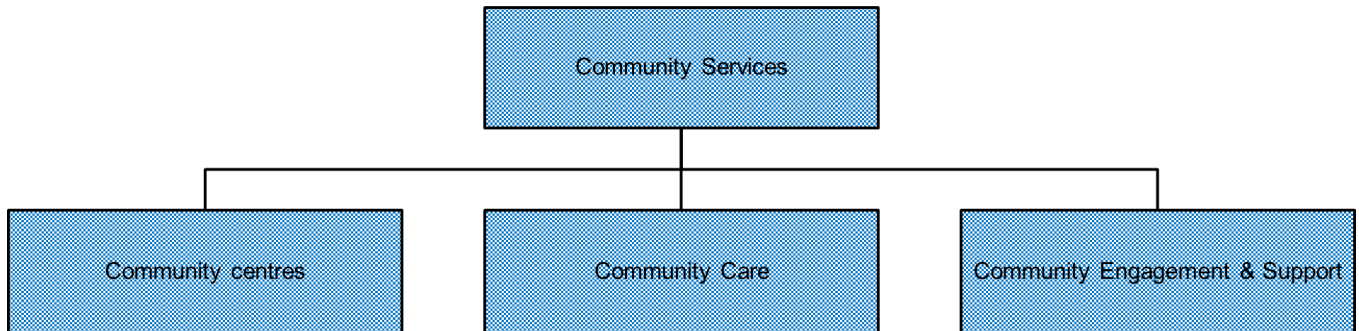


Figure 23: Community services team activity

- Activity in the Community centres team will include:
 - Delivering community activities
 - Utilising community centres across the borough including peripatetic care
 - Community transport and meals for residents
- Activity in the Care team will include:
 - Operate our day centres to deliver care
 - Management, monitoring and responding to calls as part of the Careline service
 - Ongoing delivery of the care and repair service to support independent living
- Activity in the Community engagement and support team will include:
 - Family support – including safeguarding where appropriate and providing outreach support
 - Ranger activity including play rangers, patrolling open spaces, inspecting sites, managing facilities responding to customer enquiries and serving customers where appropriate
 - Community warden activity such as facilitating community outreach and dealing with customer enquiries

4. Consultation approach & appointments

4.1. Roles, scope & phasing

Consultation and implementation of any potential redundancies will be subject to the Council's policies as appended to this consultation pack. Section 4 of this document summarises the position but staff are referred to the policies for further detail of the relevant stages.

The consultation, recruitment and selection process is split into three phases as described in section 2.4.

Staff Side has been notified of the proposed restructure and are being formally consulted as part of this process.

Individuals currently occupying a temporary role or secondment will be allocated as in scope for a phase based on their substantive post. Existing roles have been allocated to each phase based on the activities currently performed by staff and where their skills, knowledge and experience is most likely to apply in the new organisation.

4.1.1. Why do we consult?

The purpose of consultation is to provide an opportunity for all staff and their representatives to explore the proposals for the transformation and restructure, identify whether there are any alternatives, suggest differing ways of dealing with the changes and seeking to minimise the amount of redundancies proposed.

As we recognise Trade Unions (TU) at Guildford Borough Council, we also consult with these TU staff representatives.

Consultation involves taking account of as well as listening to the views of employees and must therefore take place before final decisions are made.

4.1.2. Who do we consult with?

Apart from the good employee relations benefits of consultation, we are legally obliged to consult with the Trade Unions if we are proposing to dismiss 20 or more staff because of redundancy.

4.1.3. What do we consult on?

At the consultation meetings, we will be exploring the reasons for our proposals to make a change to our structure, the number of proposed redundancies, the way in which we will select employees for redundancy, how the dismissals will be carried out and the redundancy payments that will be made to those staff who are dismissed on the grounds of redundancy.

Consultation encourages a free exchange of ideas and views affecting the interests of employees and the organisation. Consultation needs to be focused on the specific topics/areas for consultation to ensure appropriate and meaningful discussions are held. It is important that such discussions are relevant to the group of employees that will be affected by the proposal.

Consultation does not mean that employees' views always have to be acted on since there may be good practical or financial reasons for not doing so.

4.1.4. Formal consultation launch and consultation meetings

At the start of the consultation process all affected staff will be invited a formal consultation launch meeting to hear the rationale for the change and proposal, under consultation.

Following the launch meeting, there will be meetings between Council representatives and Staff Side. As agreed with Staff Side, staff will be invited to arrange with their line manager a consultation meeting to explore how the change affects them as an individual, what options they have and exploring and discussing any ideas/thoughts that could be considered regarding the proposal.

Outside of the consultation meetings, you will also be able to provide your views and opinions through other channels such as:

- Future Guildford at futureguildfordcons@guildford.gov.uk
- Directly to Nigel McDonald, Unison Trade Union Representative

4.2. Consideration of responses

At the end of the formal consultation period the Future Guildford Programme Panel will consider any comments and counter proposals which have been made by Staff Side and employees and respond accordingly.

Should the Council's proposals be amended as a result of the consultation process employees and their representative's will be informed of this. Dependant on the significance of these changes further approvals may be required from the full Council before the next stage of the proposed process.

4.3. Voluntary Redundancy Scheme (VCR)

To prevent compulsory redundancies, applications for voluntary (compulsory) redundancy will be considered.

Volunteers should complete the attached form (Appendix I) and return to Jenny Lester at futureguildfordCons@guildford.gov.uk. The form will be reviewed by the Future Guildford Programme Panel and they will determine if the request can be accepted. The panel reserves the right to decline volunteers.

In order to consider all requests from volunteers, the Council will request that applications for voluntary (compulsory) redundancy are made by 1 September 2019.

4.4. Slotted, Ring-fenced & No Role

Slotted means in general terms the following may be considered:

- The grade is unchanged
- There are the same or greater number of jobs in the new structure as there are people in the same posts
- The job is deemed to be significantly the same in terms of responsibility, accountability, job outputs and overall objectives.

Ring Fenced means in general terms the following may be considered:

- The grade is unchanged
- There are a greater number of people than posts in the new structure
- The job is deemed to be comparable/same in terms of responsibility, accountability, job outputs and overall objectives.

No role means in general terms the following may be considered:

- The grade is significantly changed
- The existing role no longer exists in the new structure
- No new job is deemed to be comparable /same in terms of responsibility, accountability, job outputs and overall objectives.

4.5. At risk notification

At the end of the formal consultation period, after taking into account all representations made by Staff Side and employees, should no alternatives to redundancy have been identified, employees who are in the pool for selection for potential redundancy will be notified in writing that they are formally at risk of redundancy, if appropriate, and advised of the details of the redundancy selection process. No final decision will be made until that process has been completed which will include further consultation with affected individuals.

4.6. Selection criteria

If, having taken all steps to avoid compulsory redundancy, and it has not been possible to avoid a compulsory redundancy situation, the Council will establish a suitable objective and fair method for selecting employees for redundancy, this is attached in the pack (Appendix K).

The precise selection criteria may vary dependent on the ring fenced selection pool and what is reasonable given the circumstances.

When identifying selection criteria, the Council will have careful regard to equalities issues and reasonable expectations for the job role. The Council will seek to ensure the selection criteria are robust and fairly applied and objectively scored for all candidates in the ring fenced pool.

4.7. Recruitment in a reorganisation

Where new posts or significantly different posts are created as a result of a restructure, recruitment to these will usually be via a competitive application and recruitment process.

In such circumstances, these vacancies may be ring-fenced to the specific Phase of the restructure, in the first instance.

In this instance, any redundancies will be identified through non recruitment to available posts.

4.8. Notification of Outcome: Selection for Redundancy

Employees will be notified in writing of the outcome of any selection process and, if provisionally selected for redundancy, the reasons for their selection and proposed dismissal on the grounds of redundancy.

4.9. Suitable Alternative Employment

The Council will take reasonable steps to identify suitable alternative employment and redeployment opportunities for employees under notice of redundancy.

Individuals will be able to see vacancies via the Loop and set up email alerts accordingly, as they arise within the Council.

While priority will be given wherever possible to employees under notice of redundancy, the Council reserves the right to appoint the best available candidate to any vacancy.

Should an employee feel unable to accept a contractual variation or offer of a new post they may wish to discuss the reasons for this informally with their Service Leader/Director in the first instance. It will be for the employee to demonstrate that the reason why an alternative offer made by the Council is not reasonable and suitable.

An employee who unreasonably refuses an offer of suitable alternative employment made with broadly comparable terms and conditions, may lose their entitlement to redundancy pay. In such circumstances, dismissal would still be for the reason of redundancy.

4.10. Consultation timetable for Phase A

Activity	Dates (anticipated)
Collective consultation to commence with Unison/Staff Side	17 July 2019 (expected to run until 01 Sept 19)
Formal Consultation commences (group sessions) and all staff in the Phase will receive a consultation pack	18 July 2019
All staff in the Phase will receive a letter after the group consultation meeting	18 July 2019
As agreed with Staff Side, formal individual consultations commence	19 July 2019
Individual consultation meetings continue, as required	19 July 2019 to 1 September 2019
Drop -in sessions for staff	22 July 2019 to 1 September 2019
Resilience - Taking Control of your future during change sessions	22 July 2019 to 1 September 2019
Assimilation outcomes e.g. slotted, ring-fenced or no role	18 July 2019 to 1 September 2019
Deadline for submitting voluntary compulsory redundancy (VCR)	01 September 2019

FG Programme Panel, chaired by MD, reviews feedback, approves changes, approves final structure and communicates accordingly	w/c 1 September and 9 September 2019
MD communicates to the Council the final structure, subject to Council approvals process	w/c 16 September 2019
FG Programme Panel, chaired by MD, reviews and reaches a decision on each VCR application	w/c 9 September 2019
FG Panel, chaired by MD, considers assimilation appeals (for the relevant phase)	w/c 9 September 2019
All staff to receive letters to notify if their role is redundant or a post has been identified to "slot" them into	w/c 16 September 2019
All staff , in the relevant Phase, to submit their expressions of interest forms	w/c 16 September 2019
Staff notified of the outcome of their VCR request	w/c 16 September 2019
Assessment and selection processes commence	w/c 23 September 2019

Appendix A – Job Descriptions

The table below summarises the job description code, role and grade for each post available in Phase A of the programme. The same colour code is used for the roles as described at the start of Section 3.

Job description code	Directorate	Role	Grade
FG19SD02	Strategic services	Strategy & communications manager	10
FG19SD24	Strategic services	Performance & programme governance manager	9
FG19SD10	Strategic services	Performance officer L3	7
FG19SD10	Strategic services	Performance officer L2	6
FG19SD10	Strategic services	Performance officer L1	5
FG19SD16	Strategic services	PMO officer	5
FG19SD06	Strategic services	Policy lead - planning	10
FG19SD21	Strategic services	Senior policy officer - planning	8
FG19SD21	Strategic services	Policy officer - planning L3	7
FG19SD21	Strategic services	Policy officer - planning L2	6
FG19SD21	Strategic services	Policy officer - planning L1	5
FG19SD30	Strategic services	Policy technician	3
FG19SD21	Strategic services	Senior policy officer - community & events	8
FG19SD21	Strategic services	Policy officer - community & events L3	7
FG19SD21	Strategic services	Policy officer - community & events L2	6
FG19SD21	Strategic services	Policy officer - community & events L1	5
FG19SD21	Strategic services	Senior policy officer - economy & innovation	8
FG19SD21	Strategic services	Policy officer - economy & innovation L3	7
FG19SD21	Strategic services	Policy officer - economy & innovation L2	6
FG19SD21	Strategic services	Policy officer - economy & innovation L1	5
FG19SD11	Strategic services	Senior policy officer - communications	8
FG19SD11	Strategic services	Policy officer - communications L2	6
FG19SD11	Strategic services	Policy officer - communications L1	5
FG19SD03	Strategic services	Head of asset management	HOS
FG19SD23	Strategic services	Deputy head of asset management (climate change lead)	10
FG19SD12	Strategic services	Surveyor L2	7
FG19SD12	Strategic services	Surveyor L1	6
FG19SD13	Strategic services	Asset manager L5	8
FG19SD13	Strategic services	Asset manager L4	7
FG19SD13	Strategic services	Asset manager L3	6
FG19SD13	Strategic services	Asset manager L2	5
FG19SD13	Strategic services	Asset manager L1	4
FG19SD20	Strategic services	Specialist - facilities	7
FG19SD04	Strategic services	Democratic services & elections manager	10
FG19SD14	Strategic services	Senior democratic services officer	7
FG19SD14	Strategic services	Democratic services officer L2	6
FG19SD14	Strategic services	Democratic services officer L1	4
FG19SD15	Strategic services	Elections officer L3	7

FG19SD15	Strategic services	Elections officer L2	5
FG19SD15	Strategic services	Elections officer L1	3
FG19SD25	Strategic services	Corporate programmes manager	10
FG19SD26	Strategic services	Programme manager L3	9
FG19SD26	Strategic services	Programme manager L2	8
FG19SD26	Strategic services	Programme manager L1	7
FG19SD27	Strategic services	Project manager L2	7
FG19SD27	Strategic services	Project manager L1	6
FG19SD28	Strategic services	Project support officer	4
FG19SD29	Strategic services	Project engineer L5	9
FG19SD29	Strategic services	Project engineer L4	8
FG19SD29	Strategic services	Project engineer L3	7
FG19SD29	Strategic services	Project engineer L2	6
FG19SD29	Strategic services	Project engineer L1	5
FG19RD03	Resources	Resources casework manager	9
FG19RD06	Resources	Resources casework team leader	6
FG19RD06	Resources	Resources caseworker L4	5
FG19RD06	Resources	Resources caseworker L3	4
FG19RD06	Resources	Resources caseworker L2	3
FG19RD06	Resources	Resources caseworker L1	2
FG19RD09	Resources	Personal assistant	5
FG19RD08	Resources	Cleaner	1
FG19RD07	Resources	Caretaker L2	5
FG19RD07	Resources	Caretaker L1	1
FG19RD02	Resources	Resources specialist services manager	HOS
FG19RD04	Resources	Senior specialist - HR L2	9
FG19RD04	Resources	Senior specialist - HR L1	8
FG19RD04	Resources	Specialist - HR L2	7
FG19RD04	Resources	Specialist - HR L1	6
FG19RD12	Resources	Specialist - organisational development	7
FG19RD04	Resources	Lead specialist - finance	10
FG19RD04	Resources	Senior specialist - finance L2	9
FG19RD04	Resources	Senior specialist - finance L1	8
FG19RD04	Resources	Specialist - finance L2	7
FG19RD04	Resources	Specialist - finance L1	6
FG19RD04	Resources	Lead specialist - legal	10
FG19RD04	Resources	Senior specialist - legal L2	9
FG19RD04	Resources	Senior specialist - legal L1	8
FG19RD04	Resources	Specialist - legal L2	7
FG19RD04	Resources	Specialist - legal L1	6
FG19RD11	Resources	Solicitor Apprentice – Legal	1
FG19RD10	Resources	Trainee Solicitor	3
FG19RD04	Resources	Lead specialist - IT	10
FG19RD04	Resources	Senior specialist - IT L2	9
FG19RD04	Resources	Senior specialist - IT L1	8
FG19RD04	Resources	Specialist - IT L2	7
FG19RD04	Resources	Specialist - IT L1	6

Appendix B – Change Management Glossary

Term	Definition
At Risk	Post at risk of redundancy due to transformation/organisational change/restructuring.
Collective Consultation	Discussion with a group of staff or with trade union representatives about proposed changes/restructuring with a view to seeking feedback and making any agreed changes.
Job Matching	Matching of existing posts in current structure to posts in the new structure with a view to appointing staff to similar posts following organisational change/transformation/restructuring.
Measures to avoid redundancy	Actions which can be taken to reduce the possibility of staff being made redundant.
Redeployment	Appointment to a post following a member of staff being at risk of redundancy which may be different in terms and conditions to the current post.
Future Guildford Programme Group	A Group of senior staff, often chaired by the Managing Director, who will develop a business case for organisational change and may be involved in the collective consultation with trade unions.
Ring-Fencing	Staff who are affected by the organisational change/transformation/restructuring will be given priority for the selection and appointment to posts in the new structure.
Suitable Alternative Employment (SAE) Often referred to as “Slotting”	A post which is offered to a member of staff in the new structure which is comparable to the terms and conditions of the existing post. Examples of such conditions relate to location, skill requirement.
Selection Criteria	Criteria which will be taken into account to appoint to posts or to select for voluntary redundancy where there are more staff who wish to be considered for voluntary redundancy than can be approved. Such criteria may include qualifications, skills, absence record and any current disciplinary record.
Trial Period	A period of 4 weeks whereby a member of staff appointed to a new post following organisational change/transformation/restructuring can assess and be assessed for suitability to the new role.
Voluntary Compulsory Redundancy	Employment is terminated on the grounds of redundancy; the member of staff having expressed an interest to be considered for redundancy as a result of compulsory organisational change.

Appendix C – Restructure Guidance Notes

DOCUMENT INFORMATION

Origination/author:	Ali Fleming, Human Resources Advisor
This document replaces:	New
Date/detail of consultation:	Staff side, staff forum & equality groups Nov-Dec 10
Date of Management Team approval:	20 January 2011
Review date:	January 2019

Where an employee needs help reading, understanding or engaging in the process below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. This will apply to the whole process and the support will include reading and explaining letters or documentation. To access this support the employee must ask Human Resources as otherwise they may not be aware of the need.

Employees covered by this procedure

The procedure applies to all council employees (including probationers and employees on fixed-term contracts).

Introduction

The purpose of this procedure is to provide managers and employees with guidance on the operational process that should be followed when a restructure is planned. This procedure should be read in conjunction with the Job evaluation processes document and the Redundancy Policy and Procedure documents, which give in depth guidance in redundancy situations.

Planning stage

1. The need for restructure is identified through informal discussions with the relevant Director, Service Manager and managers where appropriate. Corporate Management Team (or the relevant Director on behalf of Corporate Management Team) must agree the need for restructure in principle before the restructure progresses to the next stage. Where possible and appropriate the manager should inform Staff side of the plan to restructure at an early stage of the process.
2. The manager should plan the new structure, in consultation with their Human Resources Advisor or Partner, taking into account any roles that may be at risk of redundancy. The manager must ensure that all relevant posts are job evaluated to determine their pay bands. The manager should fully involve their service's accountant in respect of cost implications, redundancy costs and budget savings, and consult with Staff side in order to gain their views.
3. The manager and Human Resources Advisor or Partner should work out the timeline of events taking into account time for Corporate Management Team approval, and consultation periods with staff and the union (minimum 30 days. Please refer to the Redundancy Policy and Procedure for appropriate timescales). It should also account for time for interviews if

applicable. The timeline must detail proposed dates for the first and final consultation meetings.

4. The manager should consider the equality impact of the proposed restructure and whether it will have a differential impact on any groups of staff. To assist with this the manager may complete an Equality Impact Assessment form available on the Loop and can be accessed by accessing the link below:

<http://loop.guildford.gov.uk/HR/EQ/Equality%20Impact%20Assessments%20EIAs/Assessing%20impact%20on%20equality%20guidance%20and%20form%20April%202019.docx>

If the manager finds that the restructure could have differential impact on any group(s) of staff, then they should consult with the relevant group(s) to find out if there are any ways to reduce the impact.

5. The manager should write a detailed restructure proposal for Corporate Management Team, which should include:
 - a. background issues
 - b. drivers for change
 - c. constraints
 - d. summary of proposals
 - e. business case – including supporting arguments and relevant evidence and links to the service plan and other Council strategies
 - f. structure charts - current and future structure charts, with post titles and grades
 - g. any proposed redundancies and costs (i.e. redundancy pay, pension strain and so on)
 - h. financial implications - current year and full year effect and how restructure would be funded
 - i. equality implications
 - j. HR advice - including reference to relevant HR policies, any external advice sought, precedents, risks
 - k. view of portfolio holder - if sought
 - l. draft implementation timetable - including consultation with union and staff, and sufficient time for discussion and approval of any redundancy authorisations
 - m. constitutional issues - such as any need for Executive or Council approval.

Approval stage

6. The manager should submit the detailed proposal to Corporate Management Team before any formal consultation with the union or staff takes place.
7. Corporate Management Team will either agree the proposal in principle or refer it back to the manager for more information or further work. In this case the manager should amend the proposal and resubmit it to Corporate Management Team for approval before moving to the next stage.

The proposal is, at this stage, a flexible working document which could change as a result of comments or counterproposals made by staff or the union during the consultation process.

Implementation stage

8. Once the proposal has been agreed the manager should then submit the proposal to Staff side and arrange a meeting with them to gain feedback and any other suggestions at least two weeks ahead of formal consultation with employees. The manager should also inform the Lead Councillor.
9. The manager should then set up dates for the first and final consultation meetings (ensuring a minimum of 30 days consultation), informing all relevant staff, Human Resources and the union in writing. A template letter for all affected staff explaining the procedure, timescales and expectations can be found in Appendix A. This letter will be prepared by the HR Advisor or Partner but the manager should give them to the affected employees to ensure that all staff receive them at the same time. The manager should ensure that any staff who are absent from work receive the letter at the same time if possible.
10. The timings of these meetings should take into account shift workers, part time workers and any other relevant local staffing issues (e.g. employees on maternity leave, long-term sick leave or on secondment should be sent the proposal in time for the first meeting and invited to comment if they are unavailable).
11. The manager should also take into account any employees who are visually impaired, hearing impaired, those for whom English is not their first language, those with learning difficulties and any other staff with special requirements. The manager should offer the proposal in alternative formats to any member of staff who requires this.
12. At the **first consultation meeting** the manager should present the proposed new structure in the form of a written document for staff and the union detailing the rationale for the restructure, the proposed organisational chart and draft job descriptions and person specifications. This document should be based on the detailed proposal approved by Corporate Management Team. They should also provide a copy of the Redundancy Policy and Procedure to each member of staff. The manager should consider whether they can meet the staff as a group or individually. This will depend on the size of the group of staff and whether service provision will be affected. The **first consultation meeting** will either be a group meeting or an individual meeting.
13. If any individual roles are at risk of redundancy, one to one meetings should take place with the employees in these roles, the manager and the Human Resources Advisor or Partner. Human Resources can provide provisional redundancy and pension benefit information if required. The employee has the right to be accompanied by a colleague or union representative and should be given a minimum of 48 hours' notice of the meeting. All meetings should be documented and a note given to the individual to sign to confirm that it is an accurate record of the meeting. Human Resources should retain a copy of the notes for the personal file.
14. If one or more of a group of staff is to be made redundant, the whole group should be put 'at risk' and the individual(s) should be selected according to the agreed criteria. Please refer to the Redundancy Policy and Procedure for more details regarding redundancy selection

criteria and 'at risk' meetings.

15. The manager will invite comments, feedback and counterproposals (which can include alternative ideas to redundancy) from staff. The manager should ensure that the staff are aware of how they can feedback and to whom, providing contact details if required. This may be through a staff representative, the union representative, the manager or Human Resources.
16. Human Resources will issue an at risk letter to all relevant employees at this stage to inform them that their role is vulnerable to redundancy.
17. The manager should give serious consideration to all comments and counterproposals during the consultation period, amending the final structure if appropriate. They will need to be able to present the reasons why suggestions or counterproposals have not been taken up either during the consultation period or at the final consultation meeting. The manager should allow enough time (minimum of a week) between the end of consultation period and the final meeting in order to do this.
18. In the event that the proposal has to be significantly amended as a result of the consultation, the manager should re-submit it to Corporate Management Team for final approval. This may mean that the final consultation meeting is delayed.
19. At the **final consultation meeting**, the manager should explain whether there have been any changes to the proposed structure and, if applicable, present the amended structure. The manager should justify any changes and give reasons for not taking up any suggestions or counterproposals from staff where this is the case.
20. The manager should then raise an establishment control (EC) form (choose 'change an existing post') to be formally agreed and signed off by Corporate Management Team. The manager must attach to the EC form, as a 'supporting document', a spreadsheet of all the changes included in the restructure (e.g. change of post title, creation/deletion of post, change of hours etc) which are to be actioned. Any other relevant documents must also be attached as 'supporting documents'. The EC form must include the final costings and a clear indication of any one-off costs. Appropriate timescales should be allowed for Corporate Management Team approval and relevant deadlines observed.
21. Once the establishment control form is approved by Corporate Management Team, the manager should, in consultation with Human Resources, arrange interviews for any vacant roles, at risk groups or where it is proposed that an employee should be redeployed into an upgraded role. The Council would aim to offer suitable alternative employment (i.e. factors to take into account when determining whether a role is a suitable alternative are pay, terms and conditions, and essential skills or experience required) if possible. The employee(s) can be redeployed into those roles without the need for further selection processes.
22. Human Resources will then issue new contracts and job descriptions, where applicable, to staff.

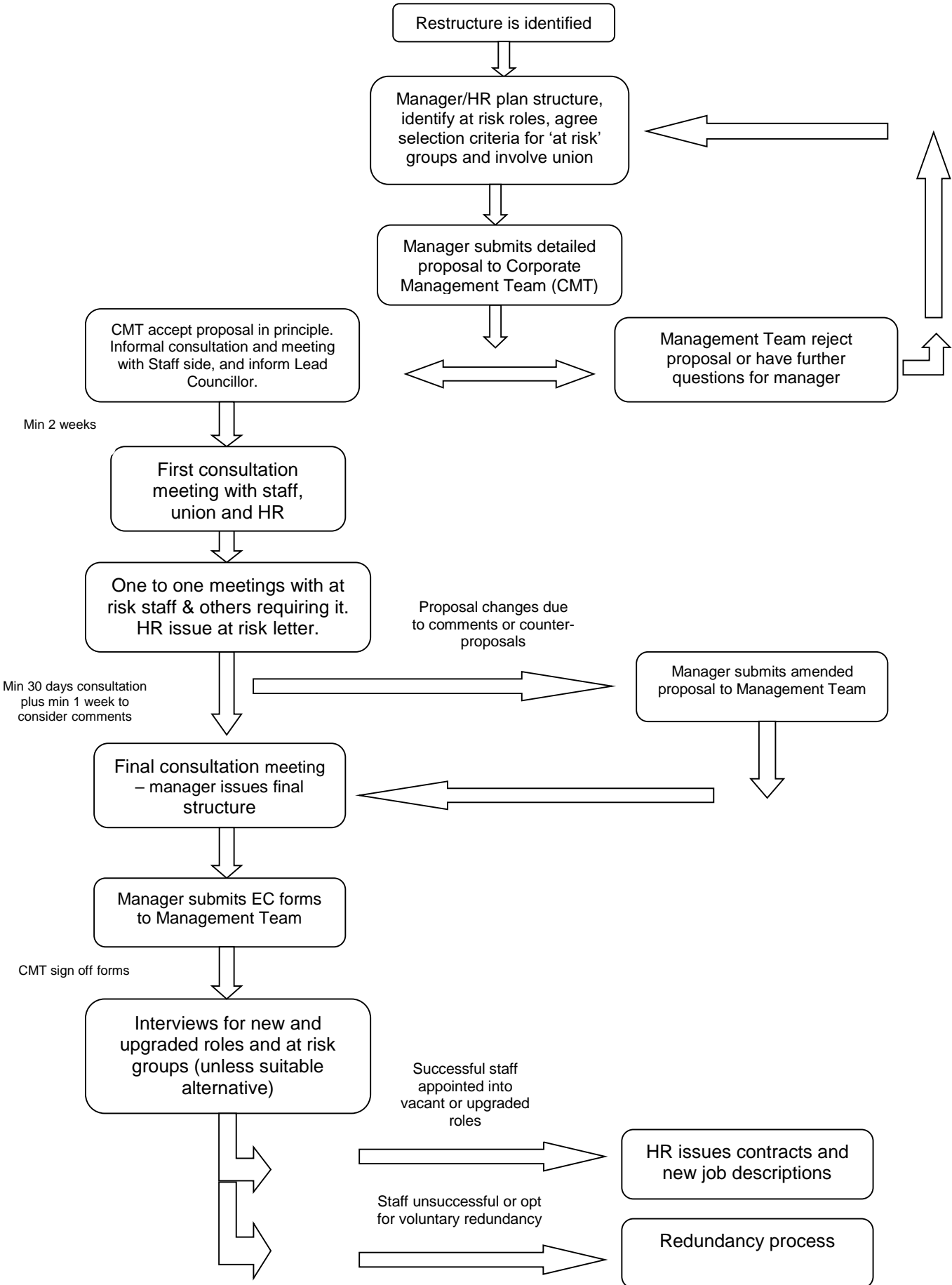
23. Where an individual has been confirmed as redundant, Human Resources will make every effort to seek alternative employment.

For further detailed information on redeployment and redundancy please refer to the Redundancy Procedure.

Monitoring the application of the restructure procedure

24. The Council has conducted an Equality Impact Assessment on this policy and is satisfied that its application should not result in a differential and negative impact on any groups of employees identified under the nine protected characteristics as defined in the Equality Act 2010: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex (gender) and sexual orientation.
25. The Council will carry out equality monitoring of the employees who are subject to the restructure procedure in order to be aware if a disproportionate number of employees from any individual equality strand are subject to restructure or redundancy. Should that be the case, it will consider the reasons why and, if necessary, amend this policy to ensure that any inequalities in the policy which are subsequently identified are removed.

Restructure procedure flowchart (Appendix A)



Appendix D – Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 Policy Statement

DOCUMENT INFORMATION

Origination/author:	Francesca Smith, Human Resources Manager
This document replaces:	Policy Statement relating to the Local Government (Early Termination of Employment) (Discretionary Payments) Regulations 2000.
Date/detail of consultation:	Staff Forum and Unison December 08 Equality consultation groups June 09
Date of Council approval:	8 October 2009
Last reviewed:	April 2018
Next review date:	April 2019

Where an employee needs help reading or understanding the policy below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. To access this support the employee must ask Human Resources as otherwise they may not be aware of the need.

Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 Policy Statement

1. This policy statement is made in accordance with the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and sets out how the Council will use these discretions for redundancy and early retirement purposes.
2. This policy will be reviewed annually. If the Council decides to change its policy, it will publish a statement of the amended policy within one month of the date of its decision.
3. In formulating and reviewing its policy, the Council:
 - has regard to the extent to which the exercise of its discretionary powers, unless properly limited, could lead to a serious loss of confidence in the public service
 - is satisfied that the policy is workable, affordable and reasonable, having regard to the foreseeable costs.

Purpose of policy

4. This policy aims to provide fairness and consistency in situations where the Council is making discretionary compensation payments to staff who are leaving its employment in the following circumstances:
 - redundancy
 - early retirement in the interests of the efficiency of the service
 - voluntary early retirement in the interests of the efficiency of the service

Redundancy cases

5. In cases of redundancy where an employee has 2 years continuous (except for special maternity provisions) local government service the Council will:
- calculate the statutory compensation payment based on the employee's actual normal week's pay rather than the statutory capped weekly pay. The actual week's pay is calculated on the date that the employee is given notice.
 - link compensation payments to the government's redundancy pay calculator formula for statutory redundancy payments based on age and continuous local government service. We will use a multiplier of 2, giving a maximum payment of 60 weeks' pay, including the statutory redundancy payment. Birthdays and anniversaries of service that fall within the notice period will be taken into account when calculating entitlement.
 - allow employees who are members of the Local Government Pension Scheme the option of receiving an amount equivalent to the sum of the compensation payments (less the statutory redundancy payment) as additional pensionable service on a strictly cost-neutral basis.

Early retirement in the interests of efficiency cases

6. In cases of efficiency terminations the Council will:
- consider making a one-off discretionary payment, based on the merits of each individual case, up to the maximum of 104 weeks' pay.
 - calculate the compensation payment based on the employee's actual normal week's pay.
 - take into account certain factors in awarding compensation including:
 - overall reasonableness, including benefits to the council taxpayer by the employee leaving the Council's service
 - direct financial savings to be incurred by the employee leaving the our service
 - generally the Council will seek to make a financial saving over the longer term through an efficiency termination. The saving should be achieved within 3 years.
 - employee relations considerations
 - any relevant considerations under our equality policies
 - assess each individual case and agree the amount of compensation payment through a panel comprising the Managing Director, the Director of Finance and the Director for the relevant service. Cases relating to the Directors will be determined by the Employment Committee. Cases relating to the Managing Director will be determined by the Council on the recommendation of the Employment Committee.
 - allow employees who are members of the Local Government Pension Scheme the option of receiving an amount equivalent to the sum of the compensation payments as additional pensionable service on a strictly cost-neutral basis.

Voluntary early retirement in the interests of efficiency cases

Where an employee requests early retirement and efficiency savings can be identified, their case will be considered by the Managing Director. In determining whether to grant early retirement the Managing Director will consider:

- overall reasonableness, including benefits to the council taxpayer by the employee leaving the Council's service
- any detriment likely to be caused to the service by the loss of the employee's skills and experience
- the costs of recruitment and training a replacement
- direct financial savings to be incurred by the employee leaving our service
- generally we will seek to make a financial saving over the longer term through an efficiency termination. The saving should be achieved within 3 years.

If early retirement is agreed the same discretions will be applied as for non-voluntary early retirement however the compensatory payment may be less generous to reflect the fact that there is a benefit to the individual as well as to the Council.

Cases relating to the Directors will be determined by the Employment Committee. Cases relating to the Managing Director will be determined by the Council on the recommendation of the Employment Committee.

Appeal

7. Where an employee wishes to appeal against the application of the policy they should do so in writing to the Pension Services Manager at Surrey County Council. Contact: myhelpdeskpensions@surreycc.gov.uk or write to the Pension Services Manager, Surrey County Council, Room G59, County Hall, Penryhn Road, Kingston upon Thames, Surrey KT1 2 DN.

Monitoring the application of the Policy

1. The Council has conducted a full Equality Impact Assessment on this policy and is satisfied that its application should not result in a differential and negative impact on any groups of employees identified under the nine protected characteristics: age, disability, gender reassignment, race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity.
2. The Council will carry out equality monitoring of the employees who are subject to the disciplinary procedure in order to be aware if a disproportionate number of employees from any individual equality strand are subject to disciplinary action. Should that be the case, it will consider the reasons why and, if necessary, amend this policy to ensure that any inequalities in the policy which are subsequently identified are removed.

Redundancy Ready Reckoner for calculating the number of weeks’ pay due (multiplier of 2)

Service (Years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Age																			
18	2																		
19	2	3																	
20	2	3	4																
21	2	3	4	5															
22	2	3	4	5	6														
23	3	4	5	6	7	8													
24	4	5	6	7	8	9	10												
25	4	6	7	8	9	10	11	12											
26	4	6	8	9	10	11	12	13	14										
27	4	6	8	10	11	12	13	14	15	16									
28	4	6	8	10	12	13	14	15	16	17	18								
29	4	6	8	10	12	14	15	16	17	18	19	20							
30	4	6	8	10	12	14	16	17	18	19	20	21	22						
31	4	6	8	10	12	14	16	18	19	20	21	22	23	24					
32	4	6	8	10	12	14	16	18	20	21	22	23	24	25	26				
33	4	6	8	10	12	14	16	18	20	22	23	24	25	26	27	28			
34	4	6	8	10	12	14	16	18	20	22	24	25	26	27	28	29	30		
35	4	6	8	10	12	14	16	18	20	22	24	26	27	28	29	30	31	32	
36	4	6	8	10	12	14	16	18	20	22	24	26	28	29	30	31	32	33	34
37	4	6	8	10	12	14	16	18	20	22	24	26	28	30	31	32	33	34	35
38	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	33	34	35	36
39	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	35	36	37
40	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	37	38
41	4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	39
42	5	7	9	11	13	15	17	19	21	23	25	27	29	31	33	35	37	39	41
43	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42
44	6	9	11	13	15	17	19	21	23	25	27	29	31	33	35	37	39	41	43
45	6	9	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44
46	6	9	12	15	17	19	21	23	25	27	29	31	33	35	37	39	41	43	45
47	6	9	12	15	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46
48	6	9	12	15	18	21	23	25	27	29	31	33	35	37	39	41	43	45	47
49	6	9	12	15	18	21	24	26	28	30	32	34	36	38	40	42	44	46	48
50	6	9	12	15	18	21	24	27	29	31	33	35	37	39	41	43	45	47	49
51	6	9	12	15	18	21	24	27	30	32	34	36	38	40	42	44	46	48	50
52	6	9	12	15	18	21	24	27	30	33	35	37	39	41	43	45	47	49	51
53	6	9	12	15	18	21	24	27	30	33	36	38	40	42	44	46	48	50	52
54	6	9	12	15	18	21	24	27	30	33	36	39	41	43	45	47	49	51	53
55	6	9	12	15	18	21	24	27	30	33	36	39	42	44	46	48	50	52	54
56	6	9	12	15	18	21	24	27	30	33	36	39	42	45	47	49	51	53	55
57	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	50	52	54	56
58	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	53	55	57
59	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	56	58
60	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	59
61+	6	9	12	15	18	21	24	27	30	33	36	39	42	45	48	51	54	57	60

Appendix E – Redundancy Policy

DOCUMENT INFORMATION

Origination/author:	Francesca Smith, HR Manager
This document replaces:	Staffing Level Changes Policy
Date/detail of consultation:	Staff Forum and Unison November 07 Equality consultation groups June 09
Date of Council approval:	8 October 2009
Last reviewed:	June 2018
Next review date:	June 2019

Where an employee needs help reading or understanding or engaging in the process below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. This will apply to the whole process and the support will include reading and explaining letters or documentation. To access this support the employee must ask Human Resources as otherwise they may not be aware of the need.

Redundancy Policy

General principles

1. The Council aims to maintain, where possible, secure employment for its employees by forward planning. However, circumstances may arise where changes in organisational requirements lead to the need for redundancies. We intend to reduce any redundancies which may occur to the minimum, but in some circumstances redundancies are unavoidable. Where this is the case this policy and the Redundancy Procedure, which has been designed to ensure that managers follow good practice at all times in the management of redundancy situations, will be applied.
2. Handling a redundancy situation requires employers to operate within a well defined procedural framework and to follow specific legal provisions which underpin good practice in a redundancy situation. Employers must follow this procedure to ensure that any eventual dismissal (redundancy is a dismissal) which results from this process is 'fair' under general employment law.
3. The best management of a redundancy situation is likely to be achieved where the unions and management are committed to the redundancy policy and procedure and it has therefore been agreed with Unison.
4. Employees at risk of redundancy are entitled to receive fair and consistent treatment. It is important that they are advised of the Council's policy and procedure in relation to managing redundancy situations and will be provided with a copy of the policy and procedure.
5. Good communication will underpin this procedure and managers should apply appropriate interpersonal skills and techniques including employee counselling. In following the procedure, managers should incorporate an individual approach and offer support that is tailored to individual need.

6. The Council will also be mindful of its policies on equality and diversity in applying this policy in redundancy situations.
7. Separate provisions have been made for redundancy cases affecting the Managing Director and the Directors.

Definition of redundancy

8. Redundancy arises if the Council:
 - intends to cease providing the service or type of work that the employee was employed to carry out.
 - intends to cease providing the service or type of work at the place where the employee was employed to work.
 - intends to reduce the number of employees providing a particular service or type of work.
9. When planning service changes managers will need to assess whether any changes that they are proposing will have the effect on any individual's contract of employment of making that employee redundant. Such changes may include:
 - a change of location incurring additional travel time, travel costs, parking facilities and use of public transport
 - a change of at least half of the duties that the employee previously carried out significantly changing the nature of the work
 - introducing a skill requirement that the employee is not able to achieve within a reasonable timescale with training and support
 - reducing the responsibility of a role which significantly affects the grade of the post resulting in a drop in salary and related benefits
 - changing the number of hours of the role worked per week where this has an impact on the employee's personal circumstances.

Consultation

10. Where the possibility of redundancy arises, managers, supported by Human Resources, will enter into consultations with Staff side representatives with a view to considering all of the options available. To enable there to be proper consultation Staff side representatives will be approached at the time when the possible declaring of redundancies becomes a proposal, not a final decision. The consultation will be undertaken with a view to reaching agreement and address ways of either avoiding or lessening the impact of the dismissals. Where having considered these options the need for redundancies still remains, managers will give full written details of the proposals to Staff side representatives.
11. Managers, supported by Human Resources, will consult Staff side representatives about employees likely to be affected by the proposed redundancies. This applies even where those vulnerable to redundancy are not trade union members.
12. Consultation periods with both Staff Side representatives and employees are a statutory requirement and where the proposed redundancies involve 20 or more employees at any one establishment in a 90 day period, the HR Manager is required to notify the Redundancy Payments Service which acts on behalf of the Secretary of State for Business, Innovation and Skills.

13. In all cases the minimum consultation period applied will be as follows:

Number of employees to be made redundant.	Period over which redundancy takes effect	Minimum consultation period.
1-99	Within 30 days	30 days
100 +	Within 90 days	45 days

14. Individuals should be warned of and consulted about impending redundancies at the earliest possible date. Once Staff side representatives have been advised of the proposals, the relevant manager, supported by Human Resources, will advise the affected employees that compulsory redundancies are proposed and that their post has been identified as ‘at risk’ of redundancy.
15. Managers, supported by Human Resources, will then meet with and consult on an individual basis those employees provisionally selected for redundancy and advise them of the basis of their proposed selection for redundancy. Employees will be offered the right to be accompanied at this meeting by a trade union representative or colleague.
16. During this meeting the Human Resources representative will issue the employee with a ‘vulnerable to redundancy’ letter containing details specified in the redundancy procedure.
17. A further meeting with the employee may then be offered during the consultation period to enable managers to take due note of and give full consideration to any representation made. Consultation will be meaningful and carried out with an open minded approach, giving the employee the opportunity to have a real influence on any decision made. The employee will be offered the right to be accompanied at this meeting.
18. At the end of the consultation period and any resulting re-evaluation of the proposals, the manager will make a final decision on the proposed change. If the original proposals have changed, the new proposals should be agreed with Management Team. Human Resources will invite all employees in posts that are identified as redundant to a meeting with the relevant Director, or their delegated senior manager, offering them the right to be accompanied by a trade union representative or colleague. At the meeting the Director, or their delegated senior manager, will advise the employee that their post is redundant, remind them of their right to appeal against this and explain the steps that will now be taken to seek redeployment. Human Resources will confirm this in writing.

Selection criteria

19. In cases where there is a pool of employees from which employees are to be selected for redundancy, fair selection criteria will be used. The selection criteria must be clear, objective and precise. Any criteria used should not discriminate against staff on grounds of any protected characteristics: age, gender (including part time status), sexual orientation, race, religion or belief, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity. Where selection criteria are used, agreement on these will be reached with Staff side through consultation.
20. The Council will use one or more of the following criteria:
 - sickness absence records (excluding absence related to a disability, pregnancy or fertility treatment, or industrial injury)

- performance reviews
- other formally recorded performance data
- skills/qualifications
- adaptability potential (ability of the employee to adapt to change) making reasonable adjustments for any disabilities
- current verbal and formal disciplinary warnings
- equality considerations where they would serve to achieve any equality targets set by the Council. To that end the Council will carry out an Equality Impact Assessment on the selection criteria proposed for any redundancy exercise.

Selection of those staff to be retained from the pool of staff should be objective and based on skills, qualifications, flexibility, adaptability and an employee's approach to work as it is important to maintain an effective workforce.

Measures to minimise redundancy

21. Where the possibility of redundancy arises management will enter into consultation with Unison with a view to considering all the options including:
 - voluntary redundancy
 - finding suitable alternative jobs - reviewing recruitment activity with a view to redeployment
 - reducing overtime working in affected services
 - reviewing the use of agency staff
 - reviewing contracted and sub-contracted work in areas affected
 - approach other local authorities for redeployment opportunities
 - temporary secondment of staff.

Redeployment

22. Human Resources will make every effort to seek alternative employment for redundant staff beginning from the time at which the redundancies become a possibility until the last day of service. All redundant employees will be interviewed individually by Human Resources to establish individual requirements and to consider their suitability for particular jobs.
23. Human Resources staff will use the redeployment procedure detailed in the Redundancy Procedure.
24. The recruiting manager, supported by Human Resources, will interview, and test if appropriate, employees to assess their suitability for vacancies in line with normal recruitment procedures. Consideration will be given as to whether a period of training or additional support would enable an employee to fulfill a role which might otherwise be beyond their current capability. Reasonable adjustments will be made for employees with a disability, for example a longer period of training might be allowed for someone with a learning disability.
25. An offer of redeployment will include sufficient detail to enable the employee to make a decision based on a full understanding of the differences between their old and new employment in material terms. The employee will be given a time scale (at least 3 days) within which they must accept or decline the offer of redeployment in writing.
26. If the employee accepts redeployment, they will have a 4 week trial period (which may be extended by mutual agreement) within the new role, at the end of which an assessment will be made by the employee and the new manager on the suitability of the role. If the new

manager finds the employee unsuitable, for reasons acceptable to Human Resources, the trial ends and the entitlement to redundancy remains. If the employee finds the role unsuitable and is able to provide reasons which are accepted by Human Resources as valid, the entitlement to redundancy remains.

27. Where alternative suitable roles are found and the employee unreasonably refuses them, the redundancy dismissal will go ahead however the Council is not required to make a redundancy payment. The decision on whether a refusal is unreasonable will be made by Human Resources. If the employee accepts a post with a lower grade or benefits than their previous role there will be no salary protection.
28. Redundant employees are not limited to a trial of just one potential replacement role, but can try up to three opportunities if they are available.
29. Employees on maternity leave who are 'at risk' of redundancy must be offered any suitable vacancy available in preference to other employees. This is a requirement of employment legislation.
30. Priority will also be given to employees who have a disability recognised under the Equalities Act 2010 where it is the case that disabled employees are under-represented across the workforce.
31. Redeployment may change an employee's entitlement to a lease car under the Council's Contract Car Hire Agreement, either by switching the category of their entitlement or by removing eligibility to participate in the scheme. In this situation, the employee will continue with their existing agreement until the normal expiry date of the current lease. If the employee incurs costs as a result of the redundancy, for example a penalty fee for early termination of the car lease, these will be met by the Council.
32. To preserve continuity of service, the new job must start no later than four weeks after the redundant post ended.

Redundancy

33. If it has not been possible to redeploy the employee, the redundancy will be confirmed. The manager will obtain authorisation from the Managing Director (through a Delegated Authority Form 3) to make the post redundant prior to giving the employee notice.
34. Affected employees will be invited to attend a meeting with their relevant Director or delegated Senior Manager and Human Resources at which they will be given notice of their termination of employment in accordance with the terms of their contract. At this meeting they will receive a letter giving notice of redundancy dismissal and confirming the last day of service. Employees will be offered the right of representation at this meeting.
35. In exceptional cases where the notice period exceeds the redundancy date (forward planning should prevent this situation arising) employees may be offered pay in lieu of notice however this will only be offered in exceptional circumstances where a post becomes redundant abruptly and the Council is unable to comply with notice requirements.
36. Employees with 2 years continuous (other than special provisions for maternity) local government service will be entitled to a redundancy payment based on their age and length of service. Redundancy pay entitlements are set out in the Council's Discretionary Payments Policy .
Discretionary Compensation Payments Policy. The first £30,000 of a redundancy payment

is not taxable. Employees over the age of 55 will be entitled to an immediate occupational pension if they are members of the Local Government Pension Scheme.

37. Apprentices who are not employed by the Council at the end of their training are not entitled to a redundancy payment.
38. Employees under notice of redundancy will be given reasonable time off work to seek employment opportunities and attend interviews. The Council will also offer assistance to employees who would like to develop their skills and knowledge or re-train with a view to a change of occupation. In some cases, where it is appropriate, an external outplacement service will be provided. Typical areas covered in outplacement programmes include evaluating current career situation, CV writing and updating job search skills, approaching agencies and interview skills coaching.

Appeals

39. The employee has the opportunity to appeal against any aspect of their redundancy. This may include procedural errors, unfair selection criteria, inadequate consideration given to alternatives to redundancy and failure to apply redeployment opportunities.
40. Appeals will be heard by the Managing Director as set out in the Redundancy Procedure. There is no further level of appeal.

Equality Impact Assessment

39. The Council has conducted a full Equality Impact Assessment on this policy and is satisfied that its application should not result in a differential and negative impact on any groups of employees identified under the nine protected characteristics: age, disability, gender reassignment, race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity.
40. The Council will carry out equality monitoring of the employees who are made redundant in order to be aware if a disproportionate number of employees from any individual equality strand are made redundant. Should that be the case, it will consider the reasons why and, if necessary, amend this policy to ensure that any inequalities in the policy which are subsequently identified are removed.

Appendix F – Redundancy Procedure

DOCUMENT INFORMATION

Origination/author:	Francesca Smith, Human Resources Manager
This document replaces:	Staffing Level Changes Policy
Date/detail of consultation:	Staff Forum and Unison November 07
Date of Council approval:	8 October 09 for Redundancy Policy
Last reviewed:	June 2018
Next review date:	June 2019

Where an employee needs help reading or understanding or engaging in the process below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. This will apply to the whole process and the support will include reading and explaining letters or documentation. To access this support the employee must ask Human Resources as otherwise they may not be aware of the need.

Redundancy Procedure

Managers dealing with potential or actual redundancy situations must seek advice from Human Resources and refer to the Redundancy Policy in addition to this procedure.

Separate provisions have been made for redundancy cases affecting the Managing Director and the Directors.

Identifying redundancy situations

Redundancy arises if the Council:

- intends to cease providing the service or type of work that the employee was employed to carry out
- intends to cease providing the service or type of work at the place where the employee was employed to work
- intends to reduce the number of employees providing a particular service or type of work.

When planning service changes managers should assess whether any changes that they are proposing will have the effect on any individual's contract of employment of making that employee redundant. Such changes may include:

- a change of location incurring additional travel time, travel costs, parking facilities and use of public transport
- a change of at least half of the duties that the employee previously carried out significantly changing the nature of the work
- introducing a skill requirement that the employee is not able to achieve within a reasonable timescale with training and support
- reducing the responsibility of a role which significantly affects the salary band of the post resulting in a drop in salary and related benefits

- changing the number of hours of the role worked per week where this has an impact on the employee’s personal circumstances.

Initial consultation with Staff side

As soon as there is a proposal for change which would lead to the declaring of redundancies the manager, supported by Human Resources, should enter into consultations with Staff side representatives with a view to considering all of the options available. The aim is to reach agreement and address ways of either avoiding or lessening the impact of the dismissals. Managers should refer to the Redundancy Policy for examples of ways in which this can be achieved. Staff side will be consulted even if none of the potentially affected employees are union members.

In cases where there is a pool of employees from which employees are to be selected for redundancy, the manager, supported by Human Resources, will determine what selection criteria will be used (this should follow the Redundancy Policy statement on potential selection criteria) and will consult with Staff side on the proposed selection criteria. Employees may be either selected for redundancy or selected for remaining jobs using the selection criteria.

Consultation periods with both Staff side representatives and employees are a statutory requirement as set out below. In addition where the proposed redundancies involve 20 or more employees at any one establishment in a 90 day period, the HR Manager will notify the Redundancy Payments Service which acts on behalf of the Secretary of State for Business, Innovation and Skills.

In all cases the minimum consultation period applied will be as follows:

Number of employees to be made redundant.	Period over which redundancy takes effect	Minimum consultation period.
1-99	Within 30 days	30 days
100 +	Within 90 days	45 days

Consultation with all affected staff

The manager, supported by Human Resources, will inform all affected staff at the earliest opportunity of the plans which may potentially lead to redundancies and what selection criteria are proposed, if this is relevant. This includes staff who are not at risk of redundancy but are in the same section or service and who will be impacted in any way by the changes or might be able to make useful suggestions on alternatives. The manager will invite the staff to comment on how these redundancies could be avoided and will give careful consideration to their suggestions.

Consultation with at risk employees

Having identified those employees, or pool of employees, who are at risk of redundancy, the manager, supported by Human Resources, will meet with and consult on an individual basis all employees provisionally selected for redundancy and advise them of the basis of their proposed selection for redundancy. Managers must offer employees the right to be accompanied at this meeting by a trade union representative or colleague.

Prior to the meeting Human Resources will calculate the redundancy pay which would be due in the event of redundancy being confirmed, referring to the Redundancy Policy and Discretionary Payments Policy Discretionary Compensation Payments Policy.

During the meeting the manager will issue the employee with a ‘vulnerable to redundancy’ letter from Human Resources setting out the:

- grounds for the proposed redundancy
- start and end date of the consultation period
- proposed termination date
- entitlement to redundancy pay if eligible
- pension benefits if eligible
- notice period
- invitation to make representation on the proposed dismissal during the consultation period and arrangements for doing this.

The manager may choose to set up further meetings with affected staff to invite consultation feedback and to listen to any ideas the employees might have on avoiding redundancy and answer any questions they may have. Alternatively, they may invite employees to email their input or request a meeting if they want one. The manager should keep an open mind on the proposals, giving employees the opportunity to have a real influence on any decision made. The manager must also offer the employee the right to be accompanied at any meetings to discuss consultation feedback.

End of consultation period

At the end of the consultation period the manager will re-evaluate the proposals, taking into account any consultation feedback, and make a final decision on the changes. If the original proposals have changed, the new proposal should be agreed with Management Team and then discussed with Staff side representatives. If, having considered all options, the need for redundancies still remains, the manager, supported by Human Resources, will give full written details of the proposals to Staff side representatives.

The manager must obtain authorisation from the Managing Director (through a Delegated Authority Form 3) to make the posts redundant and pass this to Human Resources.

Human Resources will then arrange individual meetings for the employees confirmed as redundant with the relevant Director, or their delegated senior manager to give formal notice of dismissal. In the letter inviting the employee to the meeting Human Resources will offer them the right to be accompanied by a trade union representative or colleague.

Confirmation of redundancy meetings

The Director, or their delegated senior manager, together with Human Resources, will meet with each employee who is to be made redundant, with their companion if they have one. At the meeting the Director, or their delegated senior manager, will inform the employee of :

- the notice of redundancy dismissal
- arrangements for the notice period
- the last day of service
- arrangements for return of Council property, eg identity card, mobile phone on the last day
- the redundancy payment due, including any discretionary amount
- arrangements for the payment of the redundancy payment
- the requirement to return the redundancy payment should the employee start work in another local authority role within 4 weeks of the last day of service with the Council
- any entitlement to immediate pension
- entitlement to time off to attend interviews or look for jobs
- offer of support arranged by Human Resources with CV writing and interviews
- any outplacement support (assisting employees with their job search through skills development and career guidance) that may be offered

- arrangements for lease cars and any other benefits
- the right of appeal and procedure for making an appeal.

Human Resources will provide the employee with a letter which confirms all the above in writing and reminds the employee that Human Resources will continue to look for redeployment opportunities during the notice period.

Redeployment

Human Resources will make every effort to seek alternative employment for redundant staff beginning from the time at which the redundancies become a possibility until the last day of service. The supporting Human Resources representative will meet with all redundant employees individually to establish their individual requirements, their skills and experience and to consider their suitability for particular jobs.

Human Resources staff will follow the redeployment procedure below:

- Human Resources will identify any suitable vacancies which are at any stage of the recruitment process prior to an offer of employment being made.
- Any suitable vacancies will be notified to the employee and a deadline given for expressing their interest in the vacancy.
- Recruitment activity will be suspended until this deadline at which time Human Resources will confirm the decision to the recruiting manager.
- If the employee is interested in the post, the manager and Human Resources will interview and assess the employee along with other 'at risk' employees who have expressed an interest in the post. Priority will be given to employees currently on maternity leave in accordance with statutory protection. No other candidates will be considered at this time.
- The interview and assessment process will be in line with normal recruitment processes, matching the employee against the person specification for the role.
- When making a selection decision, consideration will be given to the employee's ability to acquire any skills or knowledge which are lacking through training and development activities within an acceptable timescale. The decision on what constitutes an acceptable timescale will be made by the recruiting manager and Human Resources.
- If the redundant employee is deemed unsuitable for the role by the recruiting manager, recruitment of other candidates may then go ahead.

In cases where a redeployment opportunity has been identified, Human Resources will write to the employee making the offer of redeployment with sufficient detail to enable the employee to make a decision based on a full understanding of the differences between their old and new employment in material terms. The letter will state a time scale (at least 3 days) within which the employee must accept or decline the offer of redeployment in writing.

If the employee accepts redeployment, Human Resources will confirm a 4 week trial period (which may be extended by mutual agreement) within the new role, at the end of which an assessment will be made by the employee and the new manager on the suitability of the role. If the new manager finds the employee unsuitable the trial ends and the entitlement to redundancy remains. If the employee finds the role unsuitable and is able to provide reasons which are accepted by Human Resources as valid, the entitlement to redundancy remains. At the end of an unsuccessful trial the situation reverts back to that of the original redundancy and the original notice period and termination date.

Employees may trial up to 3 roles consecutively without losing their entitlement to redundancy, should 3 suitable vacancies be available.

Where suitable alternative roles are found and the employee unreasonably refuses them, the redundancy dismissal will go ahead however the Council is not required to make a redundancy payment. The decision on whether a refusal is unreasonable will be made by Human Resources.

Opportunity to appeal

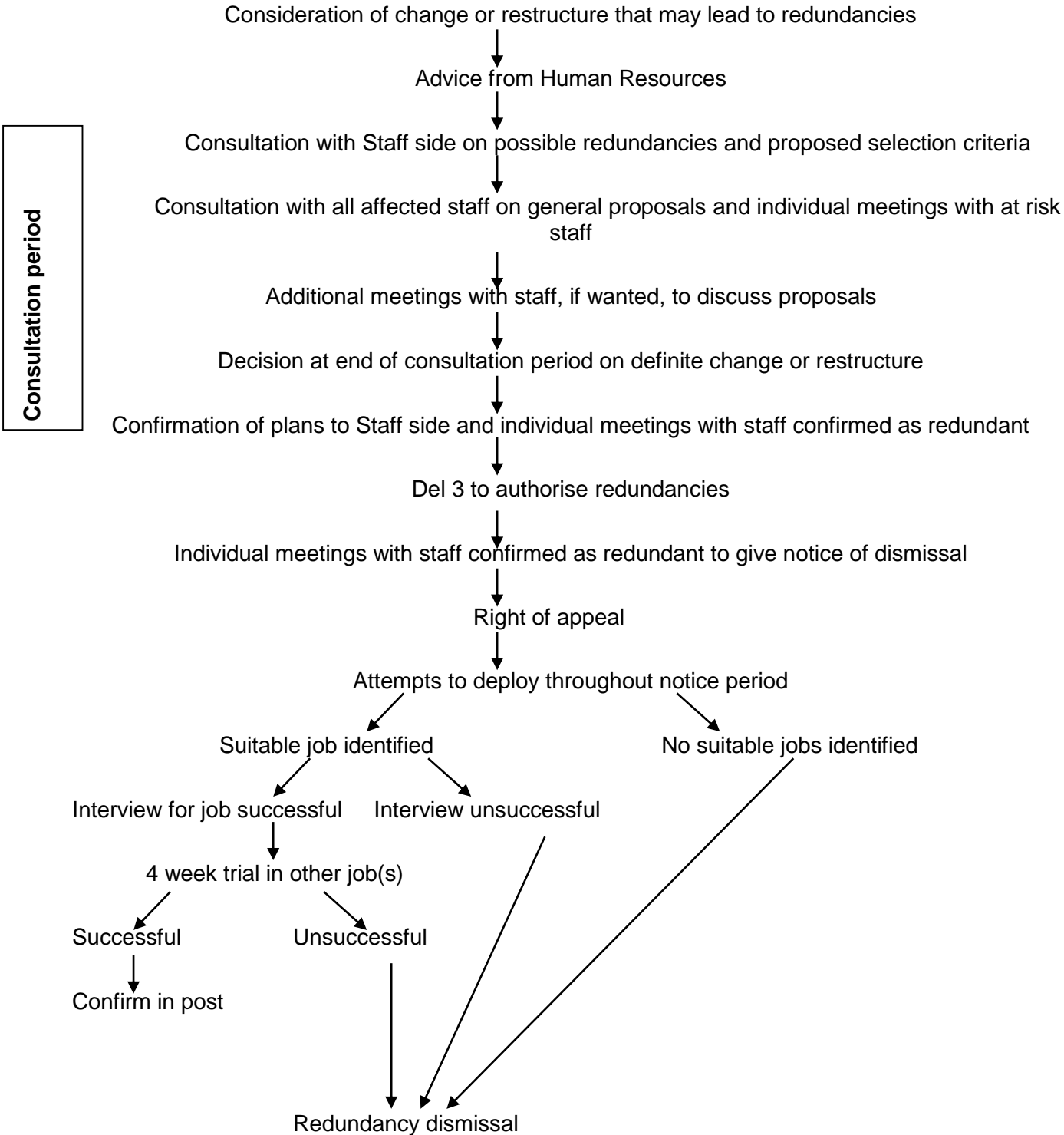
The employee has the opportunity to appeal against any aspect of their redundancy. This may include procedural errors, unfair selection criteria, inadequate consideration given to alternatives to redundancy and failure to apply redeployment opportunities.

The procedure for raising an appeal is to write to the Managing Director, within 10 working days of receiving the letter confirming the notice period and last day of service, setting out the reasons for the appeal. The employee may also appeal at an earlier stage, for example if they feel that the selection criteria are unfair. They do not have to wait for the confirmation of redundancy letter.

In response to receiving a letter of appeal, the Managing Director will write to the employee inviting them to a meeting to discuss the appeal and informing them of their right to be accompanied at the meeting by a trade union representative or colleague. A Human Resources representative will also attend the meeting.

The Managing Director will advise the employee of his decision in writing within 5 working days of the meeting. There is no further level of appeal.

Redundancy procedure flowchart



Appendix G – Pay Protection Policy & Procedure for Future Guildford Programme

<u>DOCUMENT INFORMATION</u>	
Origination/author:	Jenny Lester, HR Transformation Lead
This document replaces:	N/A
Date/detail of consultation:	Unison June 2019 Equality Impact Assessment 1 July 2019
Date of Council approval:	10 July 2019
Last reviewed:	July 2019
Next review date:	June 2021

Where an employee needs help reading, understanding, or engaging in the process below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. This will apply to the whole process and the support will include reading and explaining letters or documentation. To access this, support the employee must ask Human Resources as otherwise they may not be aware of the need.

PAY PROTECTION POLICY & PROCEDURE FOR FUTURE GUILDFORD PROGRAMME

1. Introduction

The pay protection policy and procedure is intended to ensure that those employees directly impacted by the Future Guildford transformation programme are provided with an initial period of protection during which they are able to adjust to a reduction in earnings, in accordance with the principles of the Redundancy Policy.

We work in an environment subject to constant change, where to be successful the Council needs to be able to respond and adapt to meet changing requirements. Inevitably this means that there will be times when these changes impact on employees' pay.

The aim of the pay protection policy and procedure is to support general good employment practices and future employment by helping to minimise the personal and career implications for employees of adjusting to a reduction in earnings, whilst jointly planning for the longer-term future.

It is designed to contribute to the stability of employment whilst at the same time recognising that a key feature of the Council's success in the future will be its ability to identify the need for organisational change and to manage that change process.

2. Scope

This procedure applies to all employees with a contract of employment with Guildford Borough Council.

This policy has no contractual force and should be regarded purely as a non-contractual framework for managing redundancies, in circumstances where the employer needs to implement redundancies

3. Summary

3.1 *When will pay protection apply?*

This procedure applies in cases where the pay level of an employee is directly adversely affected as the result of the Future Guildford transformation programme. It does not apply to any reorganisation undertaken by the Council outside of the Future Guildford transformation programme and is limited to the Future Guildford transformation programme only.

3.2 *When will pay protection not apply?*

The procedure will not apply in the following circumstances, where they occur during the currency of the Future Guildford transformation programme:

- Where hours are changed by the employee or the employer.
- Where there is transfer to a lower graded job as a result of disciplinary action, capability or at the employee's own request.
- In cases where hours are changed as a result of organisational change restructuring /
- At the end of a fixed term contract. In this instance staff may be eligible to apply for other positions using the redeployment procedures. If a new position is secured pay protection will not apply.
- To temporary arrangements such as: Secondments, temporary promotions, acting up arrangements and internal transfers. At the end of the temporary arrangement employees will revert back to their substantive role.

The Pay Protection working guidelines contain information regarding circumstances where pay protection may apply.

3.3 *What is protected?*

For those employees that qualify for Pay Protection, their existing pay level (as defined below) will be protected on a "mark time" basis. This means that pay will be frozen at the existing level for the duration of the protection. The pay protection period will be for a maximum of 24 months, or, until the new level of pay is equal to the protected level, whichever is the earlier.

Employees will not progress from level A to B, receive annual increments / pay awards or cost of living increases during the period of protection.

If a backdated pay award affects the pay protection calculation, the protected pay figures will be recalculated accordingly.

If the rate of pay is adversely affected, protected pay shall be:-

- the average earnings arising from basic pay,
- other regular/contractual payments or allowances (except those below). Regular payments are ones that have been paid every week over the 13-week reference

period or if paid monthly paid every week in the previous 3 months prior to implementation.

- contractual additional hours (up to a maximum of 37 hours per week)

The level of protection will be based on the employee's substantive post averaged over the 3 months prior to implementation (if paid monthly) or the 13 weeks immediately prior to the change.

3.4 What's not protected?

Pay protection will not apply to the following payments, where they made prior to or during the currency of the Future Guildford transformation programme:-

- Acting up
- Call out payments
- First Aid payments
- Honorarium
- Market supplements
- Non-contractual additional hours
- Non-contractual overtime
- Non-contractual premium payments
- Professional subscriptions
- Payments relating to car leasing and mileage payments
- Responsibility payments
- Stand-by
- Any other non-regular payments

3.5 Preservation of Pension Benefits

Members of staff who belong to the Local Government Pension Scheme (LGPS) whose pay is reduced when the protection arrangements cease, should obtain advice from:

- www.surreypensionfund.org
- myhelpdeskpensions@surrey.gov.uk
- 020 8213 2802

3.6 When will pay protection end?

Pay protection will normally cease at 24 months from the date of commencement, after which time the new/changed salary rate will apply.

Pay protection may cease earlier when:

- The employee's pay in the new job reaches or exceeds the level of pay protection.
- The employee obtains a new job with the Council which offers a salary equal to, or, exceeding the employee's protected salary.
- The employee chooses to apply and is appointed to a post at a lower level than the protected pay
- The employee voluntarily reduces hours during the protected pay period
- Protection arrangements will cease if the employee is required to move to a new post which is of a lower grade as a consequence of disciplinary action or is downgraded within the Council's Capability Procedure.

In the event that an employee obtains a new job which offers a higher salary than the job which was accepted as an alternative to redundancy, but still lower than their protected salary, then the employee's salary will continue to be maintained at a level that ensures they do not suffer a detriment for the remainder of the pay protection period.

3.7 What happens if I am off sick or on maternity leave during the pay protection period?

Any entitlements to Sick Pay, Holiday Pay, Maternity and Adoption Pay will be paid at the protected salary rate for the protected pay period, after which time the new/changed salary rate will apply.

4. Other Conditions of Service

Following transfer to a new post all contractual terms and conditions of service, with the exception of the pay protection arrangements and in some cases annual leave (see Section 5), will be those pertaining to the band of the new post and a new employment contract will be issued.

5. Annual Leave

Annual leave is accrued on the basis of continuous service and not usually affected by redeployment. If a member of staff is redeployed to a post with a reduced annual leave entitlement, the employee's original annual leave entitlement will apply.

6. Ending pay protection

At the end of the period of Pay Protection the employee's salary will reduce to the maximum point of the new salary grade for the new post.

Pay protection will cease automatically when the protection period ends or in the circumstances outlined above, Section 3.5 & 3.6. If pay protection is continued beyond the protection period in error, the Council reserves the right to recover any overpayment made.

7. Responsibilities

Employees are expected to:

- To make serious and conscientious effort to secure appointment to suitable vacancies to which they are directed by the Council.
- To cooperate with all reasonable measures designed to help the Council reduce the cost of protected pay.

In the event that an employee who is in receipt of Protected Pay does not comply with these obligations, their pay protection may be withdrawn.

Managers are expected to:

- Follow this procedure, seeking professional advice from the HR team where necessary.
- Provide employee support - support and assist employees in receipt of Pay Protection, to secure employment at the salary level they previously held, or, alternatively, other suitable employment.

HR is expected to:

- Provide professional advice and guidance to managers on the implementation of this procedure
- Record and monitor the implementation and outcomes of this procedure to ensure consistency and fair treatment
- Regularly review this procedure
- Monitor the implementation of this procedure for consistency and equality across the equality strands
- Investigate any unequal or adverse impacts on these strands
- Publish the results of findings of this monitoring process.

8. Right of Appeal

Any grievance arising out of the operation of these arrangements may be raised under the Council's Grievance Procedure.

9. Equality Statement

In applying this policy, the Council will have a due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people of diverse groups. In particular the following characteristics are protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation.

Appendix H – Voluntary (Compulsory) Redundancy Scheme Policy

<u>DOCUMENT INFORMATION</u>	
Origination/author:	Jenny Lester, HR Transformation Lead
This document replaces:	N/A
Date/detail of consultation:	Unison June 2019 Equality Impact Assessment 1 July 2019
Date of Council approval:	10 July 2019
Last reviewed:	July 2019
Next review date:	June 2021

Voluntary (Compulsory) Redundancy Scheme Policy

Policy

1. It is the Council's policy to manage its business in such a way that redundancies are unlikely to become necessary. However, in the event that the Council's circumstances change and the result is that fewer employees are needed to carry out some or all of the work required by the organisation, then redundancies may become necessary.
2. If it should become necessary for the Council to consider redundancies, it will notify employees at the earliest possible opportunity of the reason(s) for the potential redundancy situation and its proposals. In this case, the Council will, as an early measure, invite employees to volunteer for redundancy.
3. Employees in all areas affected by the proposals will be invited to volunteer for redundancy. At the discretion of the Council, employees in affected area that are not directly affected may also be invited to put themselves forward for voluntary redundancy.
4. Invitations to volunteer for redundancy will be communicated to the relevant employees by email. The opportunity to volunteer for redundancy will be available for a defined period and the email will clearly state the closing date for applications. An application form will be provided for employees to use if they wish to apply for voluntary compulsory redundancy (VCR).
5. Employees who choose to apply for (VCR) are not guaranteed to have their application accepted. The Council has absolute discretion to decide whether or not to accept any individual application for redundancy. The decision as to whether or not to accept a particular application will take into account matters including the Council's need to retain the types of knowledge and skills that it believes are essential to meet its future business aims, and the need to retain a balance of people with different skills. The Council's decision on whether or not to accept or reject any particular application is final and is not subject to appeal.
6. Where an employee's application for voluntary compulsory redundancy is accepted, the employee will be notified of this in writing as soon as possible after the closing date for applications. Thereafter a meeting will be set up with the employee to discuss and agree the

timing of his/her redundancy and to confirm entitlement to notice, final pay and benefits, and redundancy pay.

7. Employees who volunteer for redundancy and whose applications are accepted will be entitled to the terms set out in the Council's Discretionary Compensation Policy i.e. in the same way as employees who are made compulsorily redundant.
8. This policy has no contractual force and should be regarded purely as a non-contractual framework for managing voluntary redundancies, in circumstances where the employer needs to implement redundancies. It may be reviewed by the Council from time to time and amended or withdrawn as appropriate at the Council's discretion.

Appendix I – Voluntary (Compulsory) Redundancy Scheme Procedure

DOCUMENT INFORMATION

Origination/author:	Jenny Lester, HR Transformation Lead
This document replaces:	N/A
Date/detail of consultation:	Unison June 2019
Date of Council approval:	10 July 2019
Last reviewed:	July 2019
Next review date:	June 2021

Where an employee needs help reading, understanding, or engaging in the process below, because English is not their first language or they have learning difficulties or a disability which affects their ability in this area, Human Resources will arrange for someone to assist them. This will apply to the whole process and the support will include reading and explaining letters or documentation. To access this support the employee must ask Human Resources as otherwise they may not be aware of the need.

Voluntary (Compulsory) Redundancy Scheme Procedure For Future Guildford Programme

1. Where the Council is considering redundancies, employees may be invited to apply for voluntary compulsory redundancy (VCR).
2. Applications for VCR will be considered between 18 July 2019 and 1 September 2019. Application form provided on page 3.
3. VCR applications will be subject to the following:
 - a. The confidentiality of individuals expressing an interest in being considered for VCR must be preserved and information shared only on a strict 'need to know' basis;
 - b. The invitation for applications or an indication of willingness to consider VCR from an employee will not imply that VCR has already been agreed in any individual case;
 - c. Any employees indicating willingness to consider VCR will be able to discuss their position and details of redundancy pay with their manager as part of their individual consultation;
 - d. Any applications to be considered for VCR will not in any way influence or affect decisions made in respect of applications for alternative employment within the Council or prejudice the employee's continuing employment in any way;
 - e. The Council reserves the right to select those employees that will be offered VCR;
 - f. If there are more volunteers within the area affected than are required, the decision made by the Council will ensure there is a balanced workforce with the requisite skills to meet the future needs of the Council;
 - g. There is no guarantee that VCR requests will be granted;
 - h. The Council's decision regarding any application for VCR is final;
 - i. Once an application for VCR is submitted and accepted by the Council, this becomes binding and may not be revoked by the employee unless in exceptional circumstances.

4. The terms of VCR will be in accordance with the Council's Discretionary Compensation Policy.
5. Employees will not be given any guarantees that they may take VCR until the necessary approvals have been obtained.
6. Employees accepted for VCR will no longer be able to access the Council's Redeployment Procedure or be considered for alternative employment within the Council.
7. This procedure has no contractual force and should be regarded purely as a non-contractual framework for managing voluntary redundancies, in circumstances where the employer needs to implement redundancies. It may be reviewed by the Council from time to time and amended or withdrawn as appropriate at the Council's discretion.

EXPRESSION OF INTEREST IN VOLUNTARY REDUNDANCY

It is essential that you discuss your potential interest in voluntary redundancy and associated timescale with your Service Lead/Director prior to completing this form.

Name	
Date of Birth	
National Insurance Number	
Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	
Directorate	

If you have multiple employments and are also expressing an interest in voluntary redundancy from any of these other posts, in addition to the one above, please list them below.

Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	

Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	

Before an estimate can be processed, you will need to tick the end boxes to confirm the following:

I accept that in completing this form, I am expressing an interest in voluntary redundancy but that Guildford Borough Council may not be able to agree to my request. I understand that I should not enter into any financial commitments as a result of expressing an interest in voluntary redundancy.	Please tick
--	--------------------

I confirm that I have discussed my interest in voluntary redundancy and associated timescale with my Service Lead/Director on the following date and that they have confirmed that the posts identified above have been provisionally identified as at risk of redundancy.	DD/MM/YY
--	----------

Please complete the following:

Service Lead/Director	
Job title	
Directorate	
Department	

Are you a member of the Local Government Pension Scheme?	YES/ NO
--	---------

Please state the approximate date you would like to leave	DD/MM/YYYY
---	------------

Have you received an estimate during the last 12 months?	YES/ NO
--	---------

Please state your preferred email address that your estimate will be sent to via secure password	
--	--

If you do not have an email address, please detail your preferred postal address including post code	
--	--

Signed.....

Date.....

Please return this form via email to: futureguildfordcons@guildford.gov.uk

If you do not have access to email, please return by post to:

**HR Transformation Lead
Business Improvement Team**

Appendix J – Pay and Grading

Pay and Grading - effective from 1 July 2019

Band	Salary 2019/20	Spinal Column Point	
Band 1	£18,221	3	
	£19,204	4	
	£20,290	5	
	£20,668	6	
	£21,154	7	
	£21,366	8	
	£21,599	9	
	£21,919	10	
Band 2	£21,599	9	
	£21,919	10	
	£22,196	11	
	£22,595	12	
	£23,019	13	
	£23,851	14	
Band 3	£23,019	13	
	£23,851	14	
	£24,464	15	
	£25,233	16	
	£25,877	17	
	£26,624	18	
Band 4	£25,877	17	
	£26,624	18	
	£27,480	19	
	£28,329	20	
	£29,235	21	
	£30,200	22	
Band 5	£29,235	21	
	£30,200	22	
	£31,185	23	
	£32,411	24	
	£33,475	25	
	£34,520	26	
	£35,298	27	
Band 6	£34,520	26	
	£35,298	27	
	£36,816	28	
	£37,866	29	
	£38,755	30	
	£40,163	31	
	£41,154	32	
	£42,145	33	
Band 7	£41,154	32	
	£42,145	33	
	£43,057	34	
	£44,117	35	
	£44,870	36	
	£45,450	37	
	£46,239	38	
	£47,189	39	
Band 8	£46,239	38	
	£47,189	39	
	£47,796	40	
	£48,413	41	
	£49,543	42	
	£50,188	43	
	£51,671	44	
	£52,217	45	
Band 9	£51,671	44	
	£52,217	45	
	£53,334	46	
	£54,017	47	
	£54,630	48	
	£55,988	49	
	£57,233	50	
	£58,685	51	
	£60,251	52	
Band 10	£61,620	53	
	£63,266	54	
	£64,330	55	
	£65,997	56	
	£67,508	57	
	£69,111	58	
	£70,689	59	
	£72,911	60	
Band 1A	17,863	18,221	3
Band 1B	17,863	18,221	3
	18,827	19,204	4
Band 1C	17,863	18,221	3
	18,827	19,204	4
	19,892	20,290	5
Band 1D	18,827	19,204	4
	19,892	20,290	5
	20,262	20,668	6
Band 1E	18,827	19,204	4
	19,892	20,290	5
	20,262	20,668	6
	20,739	21,154	7
Band 1F	20,262	20,668	6
	20,739	21,154	7
	20,947	21,366	8
Band 1G	20,739	21,154	7
	20,947	21,366	8
	21,175	21,599	9
	21,489	21,919	10
Band 1H	19,892	20,290	5
	20,262	20,668	6
	20,739	21,154	7
	20,947	21,366	8
	21,175	21,599	9
	21,489	21,919	10

Appendix K – Redundancy Selection Scoring Matrix

Redundancy selection scoring matrix				
	Name of employee		Job title	
	Department			
	Name(s) of manager(s) making assessment			
	Manager 1			
	Manager 2			
	Manager 3			
Criteria	Summary of Evidence	Score	Weighting (1-3)	Total score
Knowledge (e.g. of job, customers, the organisation)		/3	X 2	
Relevant qualifications/training		/3	X 1	
Skills		/3	X 2	
Breadth and depth of relevant experience		/3	X 3	
Attendance (excluding absence related to a disability, pregnancy or fertility treatment, or industrial injury)		Range from +5 to -5	X 2	
Disciplinary and Capability		0 to -10 (minimum)	X 2	
Versatility <ul style="list-style-type: none"> • in terms of ability/willingness to perform 		/3	X 3	

different functions/duties • ability of the employee to adapt to change) making reasonable adjustments for any disabilities				
Service Leaders Only Project Management skills and delivery		/3	X 3	
Behavioural Assessment		/5	X 3	
Length of Service (Tie breaker only)			X 1	
	Total score			
Print Name	Manager's signature (1)		Date	
Print Name	Manager's signature (2)		Date	
Print Name	Approving signature (1)	Moderator's	Date	
Print Name	Approving signature (2)	Moderator's	Date	
	Notes The range of 1- 5 or 10 for employees' point scores should be applied as follows: 5 or 10 = highest (e.g. the employee's skills are exceptionally relevant and useful to the Council) 1 = lowest or minus numbers (e.g. the employee does not have suitable or adequate skills to do the job)			

Appendix L – Frequently Asked Questions – Future Guildford Consultation Phase A

The Council is committed to avoiding the risk of redundancy, wherever reasonably practical to do so, and will provide support and guidance to those staff, whose position is placed “at risk”, to find alternative work.

The Council recognises that it can be an unsettling time for staff if their position is placed “at risk”. This guidance is provided to those staff who find themselves “at risk”, either through transformation, organisational change, restructuring or through the expiry of their fixed term contract, to move forward positively in order to seek other opportunities.

Consultation

1. What is Individual Consultation?

Individual consultation covers meetings between the staff member potentially at risk of or, in other words, “vulnerable” to redundancy and their Service Leader/line manager. The Service Leader/ line manager will provide the staff member with general information, and answer queries about the potential redundancy. This may include:

- the reasons for the potential redundancy;
- how the selection process works (**transformation, organisational change or restructuring only**);
- what the Council will do to avoid making redundancies;
- an explanation of the process for Suitable Alternative Employment (SAE) and redeployment (**if eligible**);
- details of the conditions of redundancy payments (**if eligible**);
- the support available to the staff member.

At these meetings, your manager will also provide you with the opportunity to suggest any ways you feel the Council may be able to avoid redundancies. Any suggestions you make will be considered by the Future Guildford Programme Panel and will not prejudice the outcome of the consultation process. Your Service Leader/ line manager will also give you the opportunity to raise any ideas in relation to reducing potential redundancies.

2. What is Collective Consultation?

Where staffing levels or contractual terms and conditions might be subject to change, the Council has a duty to collectively consult with the affected group of staff on matters such as: ways of avoiding the dismissals, reducing the number of employees who may be dismissed by reason of redundancy, and mitigating the effects of any dismissals. This consultation will take place between representatives from Council Management Team (CMT), Human Resources and Staff Side. Where there is a restructure within a service or directorate, which might lead to redundancies, your Service Leader/ line manager may also meet with you and your colleagues collectively (or individually) to talk to you about how you might be affected by the proposals, and to answer questions. Representatives from Staff Side recognised by the Council for collective bargaining might also attend these meetings to support staff.

At this meeting you will be able to discuss the proposed changes and the implications the changes may have on your terms and conditions of employment. You will also be given the opportunity to feedback on the changes, to enable your views to be considered before the changes are implemented.

3. Why am I “vulnerable to redundancy”?

The term “vulnerable to redundancy” is sometimes referred to as potentially “at risk” of redundancy. “Vulnerable to redundancy” means that due to a transformation, organisational change or a

restructure within your service or directorate, your current position, is potentially “at risk” of redundancy.

You may also be “vulnerable” in these circumstances if your position has a fixed end date, and you are at least 3 months from the expiry of your fixed term contract.

4. How will the Council minimise the risk of redundancy?

To minimise the risk of compulsory redundancy, the Future Guildford Programme Panel, on behalf of the Council, will consider actions such as:

- Reducing overtime;
- Reducing use of agency staff;
- Limit/freeze external recruitment;
- Considering applications from staff to reduce their hours.

What is practical will depend upon the circumstances, and the nature of the redundancy situation. Your Service Leader and Director will also consider you for any Suitable Alternative Employment (SAE) in your service or directorate, where this is available, and will explore all available options with you, such as other redeployment opportunities, to minimise the need for compulsory redundancy.

Voluntary Redundancy

5. Do I still need to consult with my staff if voluntary redundancy is being offered?

Yes, voluntary redundancy results in the employee’s contract of employment being terminated on the grounds of redundancy and therefore consultation still needs to take place.

6. Does a manager have the right to offer voluntary (compulsory) redundancy (VCR) if s/he wishes to in circumstances of transformation or organisational change?

No, employees do not have an automatic right to VCR. The Council’s aim is to minimise redundancy and wherever possible to offer redeployment or pursue other measures to avoid redundancy. Any approval to grant a VCR request will be subject to business requirements and priorities and the decision will be final with no right of appeal including via the grievance procedure. The option of offering VCR will be agreed in advance of the implementation of the change programme, by the Managing Director, CMT in conjunction with Human Resources Transformation Lead.

7. How can I ensure that the member of staff receives all the necessary information they require before making a decision to apply for VCR?

Human Resources will be able to offer support and information as well as Staff side (if they are a member).

8. What if a greater number of staff express an interest in VCR than can be allowed to leave on the grounds of redundancy?

In these cases, a selection criteria would need to be developed to fairly select the staff who would be approved to leave on the grounds of VCR. The Human Resources Transformation Lead will assist with the development of such criteria.

9. What payment will a member of staff receive if they leave their employment on the grounds of VCR?

The package to be offered, subject to correct eligibility, will be the normal provision of an enhanced redundancy payment for staff with two or more years’ continuous service.

Suitable Alternative Employment

10. What is Suitable Alternative Employment (SAE)?

Suitable Alternative Employment (SAE) is a position that is offered to a member of staff, which is comparable to the terms and conditions of their existing post.

11. Who makes the decision whether the position is Suitable Alternative Employment (SAE)?

The MD, CMT and HR Transformation Lead will consider opportunities for Suitable Alternative Employment (SAE), taking into account the factors mentioned in Question 10 plus Pay Protection, should it be applicable.

12. If I am offered Suitable Alternative Employment (SAE), will I have a trial period in the new position?

In most cases, it will be beneficial for you to undertake a trial period in the new position. This may be helpful to assess the suitability of the position, by both the department and yourself, particularly if the post is significantly different to your former post.

13. What happens if I refuse an offer of Suitable Alternative Employment?

If the refusal is made with no valid reasons, you will lose your right to any redundancy payment to which you may otherwise have been eligible.

14. What happens if I refuse Suitable Alternative Employment because the position isn't entirely suitable?

In these circumstances, if the Council agrees that you have acted reasonably in refusing Suitable Alternative Employment, and all other options have been exhausted, your employment will be terminated on the grounds of redundancy and, if eligible, you will receive a redundancy payment.

Redeployment

15. What will I need to do?

Although this may be an unsettling time, it is important to move forward positively by fully engaging with the process of seeking other job opportunities.

16. What is Redeployment?

Redeployment is the appointment of a member of staff at risk of redundancy, into a position which may be different in terms and conditions to the current post.

There will be two ways in which you could be considered for redeployment; firstly within your own service or by submitting a tailored expression of interest via the internal job by clicking on Jobline and apply for jobs.

17. Am I eligible for redeployment?

Redeployment is available to all Council staff with 6 months or more continuous service. This includes staff members on fixed-term contracts, who will also be eligible for redeployment if they have 6 months or more continuous service at the date their current contract expires.

18. Will redeployment be within my own service/directorate?

As the organisational structure has changed significantly, to restrict to a specific service/directorate will not be a clear path. As a result, staff affected by change will be considered for any Suitable Alternative Employment (SAE), or redeployment opportunities scoped in the relevant Phase of the Future Guildford Programme i.e. staff affected in Phase A can consider roles in Phase A.

If there are no such opportunities available within the Phase you are affected by, you will be registered, for a minimum of 3 months, subject to your notice period, to enable you to be considered for Council wide vacancies.

19. How does redeployment work?

Redeployees will be required to actively seek out opportunities via the internal recruitment channel, Jobline. This is an opportunity for redeployees to complete a tailored application for the post they are applying for. Once the post closes the relevant Service Leader/Director will confirm via email if the redeployee has been short listed for interview.

Redeployees will be considered for opportunities where they meet the essential criteria for the position or could do so with reasonable and appropriate training. Redeployment will normally be made to a position at the same grade as your current post; however, you may also consider a position at a lower grade. Where a member of staff is offered, and accepts redeployment to a lower graded post, the Council will offer transitional pay protection, please see the Pay Protection Policy – For Future Guildford only.

20. What's your role in redeployment?

To make sure that you have the best opportunity possible to be redeployed into another position within the Council, it is important that you ensure that your expression of interest form (accessed by via : Loop: <http://loop.guildford.gov.uk/HR/Lists/Jobline/AllItems.aspx>) adequately describes the following:

- Your skills, knowledge and experience;
- Any transferable skills you have;
- Any specific areas of expertise or interest you have;
- Your level of responsibility;
- Any relevant training you have undertaken;
- Your ambitions/aspirations;

If appropriate, any personal circumstances relevant to undertaking a new position.

Whilst on redeployment, it is important to seek alternative employment, it should be noted that outside of the Council another source of employment could be found via Jobs go Public <https://www.jobsgopublic.com/vacancies>

21. What is a trial period?

If you are offered an alternative position, through Suitable Alternative Employment (SAE) or the redeployment process, your appointment is likely to be subject to the completion of a trial period, details of which will be included within your new appointment/change of appointment letter, sent to you from Human Resources

A trial period is utilised to assess the suitability of the position, by the Service Leader/ line manager and yourself.

22. How long is a trial period?

A trial period is usually for four weeks but may be extended for training.

The length of the trial period will be dependant of the new position and the likely period of transition. In all cases, your new Service Leader/ line manager will discuss with you the appropriate length of the trial period, this will be agreed in advance of your appointment.

23. What happens if the trial period is successful?

If your appointment to your new position is subject to the completion of a trial period, these will be included within your new appointment/change of appointment letter, sent to you from Human Resources. If you successfully complete your trial period, your appointment will continue based upon the terms and conditions set out in your new appointment/change of appointment letter.

24. What happens if the trial period is unsuccessful?

If the trial period is unsuccessful, your Service Leader /manager will discuss the reasons with you and will explore the options available to you.

Training and Support in my new position

When you begin your new position, your Service Leader / line manager will work with you to develop a personal development plan, which will help to identify any training or support you may need for the transition into your new position. Your Service Leader / line manager will also work with you to set aims and objectives.

See Personal Development Plan Template (PDP) available on the Loop:

<http://loop.guildford.gov.uk/HR/Pages/PPF.aspx>

25. What will happen if I am unable to find other employment at the end of the redeployment period?

Your Service Leader / line manager and Human Resources will work with you throughout your period on redeployment to try to help you find alternative employment. However, if this has not been possible, your contract of employment will be terminated on the grounds of redundancy.

Redundancy Payment

If you have two or more year's continuous service with the Council, you may be entitled to a redundancy payment.

Any redundancy payment will be paid to you in your normal salary payment and this will be paid on the last monthly salary payment date in your notice period. So for example if you are given one month's notice in the first week in October, you will receive your redundancy pay on 15 October but if you are given two months' notice at that time you will receive your redundancy pay on 15 November.

Please note that any redundancy payment will be paid into your normal bank account, supplied for the payment of your salary. If you wish for your redundancy payment to be deposited into an alternative account, please amend your Selima record accordingly, in advance of the expiry of your contract.

For further information in relation to the Council's Discretionary Payments Policy, please see:

<http://loop.guildford.gov.uk/HR/Pages/PPF.aspx>

Leaving Employment

Any outstanding annual leave entitlement that you are unable to use prior to leaving the Council, will be included in the final salary payment, subject to normal PAYE deductions.

Outplacement support will be discussed with you and access to the relevant services will be arranged, by contacting the HR Transformation Lead.

After leaving the Council you will receive your P45 form by post, which will be sent to your home address with your final payslip. As it is not possible to issue duplicate copies of your P45 form, it is important to ensure that Human Resources has an up to date record of your address and contact details before leaving the Council (assessed via Selima).

Internal Support:

Your Service Leader/ line manager
Your HR Adviser
Employee Assistance Programme (EAP)
Resilience Sessions for Staff
Resilience Sessions for Managers
Drop – In sessions – for all affected staff

Staff side:

Local Representative: Nigel McDonald
Unison: www.unison.org.uk/

Appendix M – Frequently Asked Questions – Employee Assistance Programme

Our EAP is provided by Health Assured an independent external organisation who work to a robust professional code of strict confidentiality.

This document is designed to provide you with some information about just some of the unique features and benefits available to you, there is practical advice on what to do and how to make best use of the service, together with contact numbers and login information.

Frequently Asked Questions

What is an Employee Assistance Programme?

Employee Assistance Programmes (EAPs) are intended to help employees deal with personal problems that might adversely impact their work performance, health, and wellbeing. The telephone services are accessed via the freephone number **0800 030 5182**.

The EAP offers cover for the employee and their immediate family members who reside at the same address, including children in full-time education up to the age of 24. The service provides access to:

- Stress helpline
- Structured telephone counselling
- Referral to face to face counselling
- Referral to serious illness and accident support
- Tax advice
- Legal advice (the EAP will not provide employment law advice)
- Eldercare
- Childcare
- Medical information

Are there any additional services available?

Yes. As part of your Health Assured EAP you have access to a range of engaging and useful online tools. These include:

- Emotional support
- Fitness advice (including video demonstrations)
- Personal coaching tool
- Health assessment
- Medical information

These are all accessible via the Health Assured website www.healthassuredeap.co.uk. Once you have entered the site you will be prompted for the below login details:

Username: Guildford

Password: Council

You will also see these advertised on posters within your communal areas.

What are the opening times of the EAP?

24 hours a day, 7 days a week, 365 days a year.

Is Face to Face Counselling available for my family?

No, this is only available to employees of the company; there is a network of over 600 British Association of Counsellors and Psychotherapist (BACP) across the UK. Once you have spoken to the telephone based counsellor and they feel you would benefit from this, locally based face to face counselling would be organised up to 8 sessions, per issue, per annum.

What does the Serious Illness or Accident Support cover?

If you are diagnosed with a serious illness or are seriously injured in an accident our EAP provides access to your own personal nurse advisor for as long as you need them. Depending on your condition and specific needs your nurse advisor may arrange a specialist nurse home visit, therapy or counselling. The supply of factsheets, specialist leaflets and details of support networks and relevant charities is also included.

Who will answer my call and will it be confidential?

Your call will be answered by a fully trained and qualified counsellor who will provide initial emotional support. Should you need it you will be referred to a lawyer, nurse, doctor etc. according to your own specific requirements. All calls are treated in the strictest of confidence and in line with The British Association of Counselling and Psychotherapy (BACP) code of ethics.

The only time confidentiality may ever be broken is if Health Assured believe you or a third party is in significant physical danger.

Login today and take a look at the Online Health Portal. For more information about the services on offer please have a look at the Launch Presentation video. Links to these are below:

Online Health Portal: www.healthassuredeap.co.uk

Launch Presentation: www.healthassured.co.uk/public/videos/mp4/sp-traditional.mp4

Appendix N – Pension Benefits

Pension Benefits

You can contact the Pension Services Helpdesk by phone or email:

By phone: 0300 200 1031

By email: myhelpdeskpensions@surreycc.gov.uk

If you wish to contact Pension Services in writing you can do so:

By post: Pension Services
Surrey County Council
Room 218, County Hall
Penrhyn Road
Kingston upon Thames
KT1 2DN

You can visit their office any time between 8am and 6pm. You can also arrange an appointment with a member of staff.

Useful Pension Website links:

1. <https://www.lqpsmember.org/index.php>
2. www.surreypensionfund.org

Appendix O – Organisational Cultural Framework

Introduction

This Organisational Culture framework outlines the Council's desired culture, made up of three key components:

1. Is linked to the Council's mission and forms part of our transformation programme

To demonstrate this link, the framework is grouped in to three clusters:

- **Transformation** – forward looking, the focus on our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.
- **Delivering excellence** – efficiently run, the values and behaviours (in addition to our internal systems) that support problem solving, efficiency and effectiveness at every level and across organisational boundaries.
- **Our people** – the degree to which our employees at all levels of the organisation are supported, committed and engaged in the pursuit of the mission and work in a collaborative manner to fulfil our objectives.

2. Shared internal values

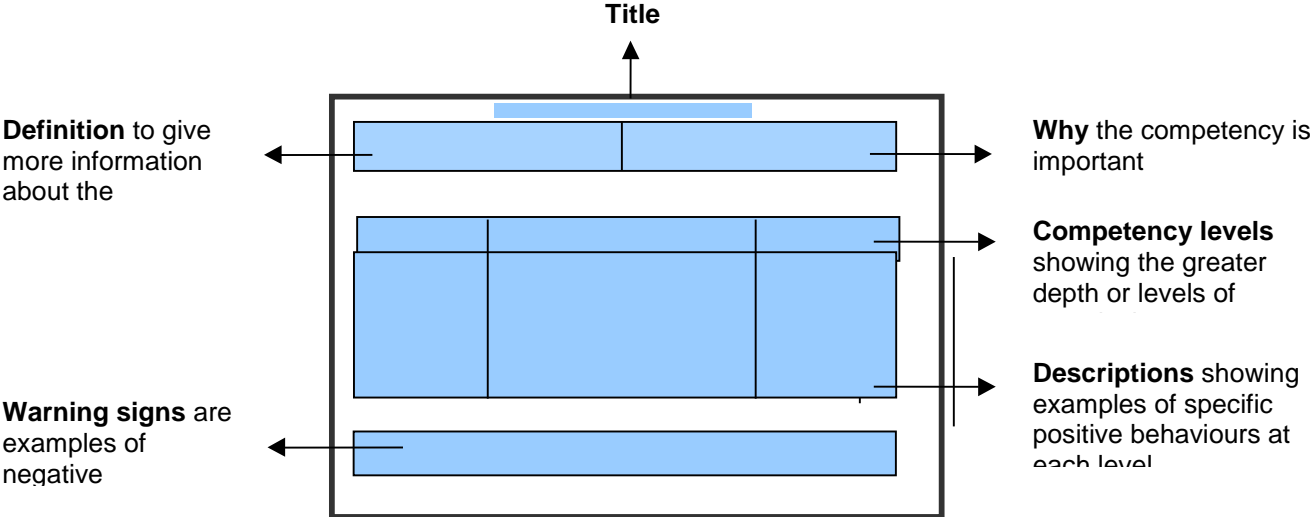
These are our internal organisational values that underpin the culture needed to help us achieve our strategic plans and objectives; these form the guiding principles that will influence our business practices and help to clarify the way we work with each other and deal with our customers and partners. The words organisational and internal are important as they help to differentiate between our external facing core values and an individual's personal values.

3. Organisational Cultural Framework

Each internal value requires measurable competencies identifying those behaviours that are encouraged and those not tolerated. These further outline the levels of specific behaviours so that they reflect the different levels that employees would be expected to work at dependent upon the requirement for each post. For example, the level of communication competence may be required at a higher level for certain customer facing posts than others at the same grade. Level four will generally reflect those working at a strategic level in the organisation such as a head of service or a senior post that is specialist. All employees are expected to be working at a minimum of level one across the framework. If an employee is expected to work, for example, at level three in a specific competence, they should also demonstrate those competencies set out in levels one and two.

Each competency lists positive descriptions of behaviours and warning signs; these provide practical guidance to make it easier for employees to understand where they fit in the framework. This will also assist managers in one to one's, when used during the performance appraisal process, to explain where behaviours can be improved.

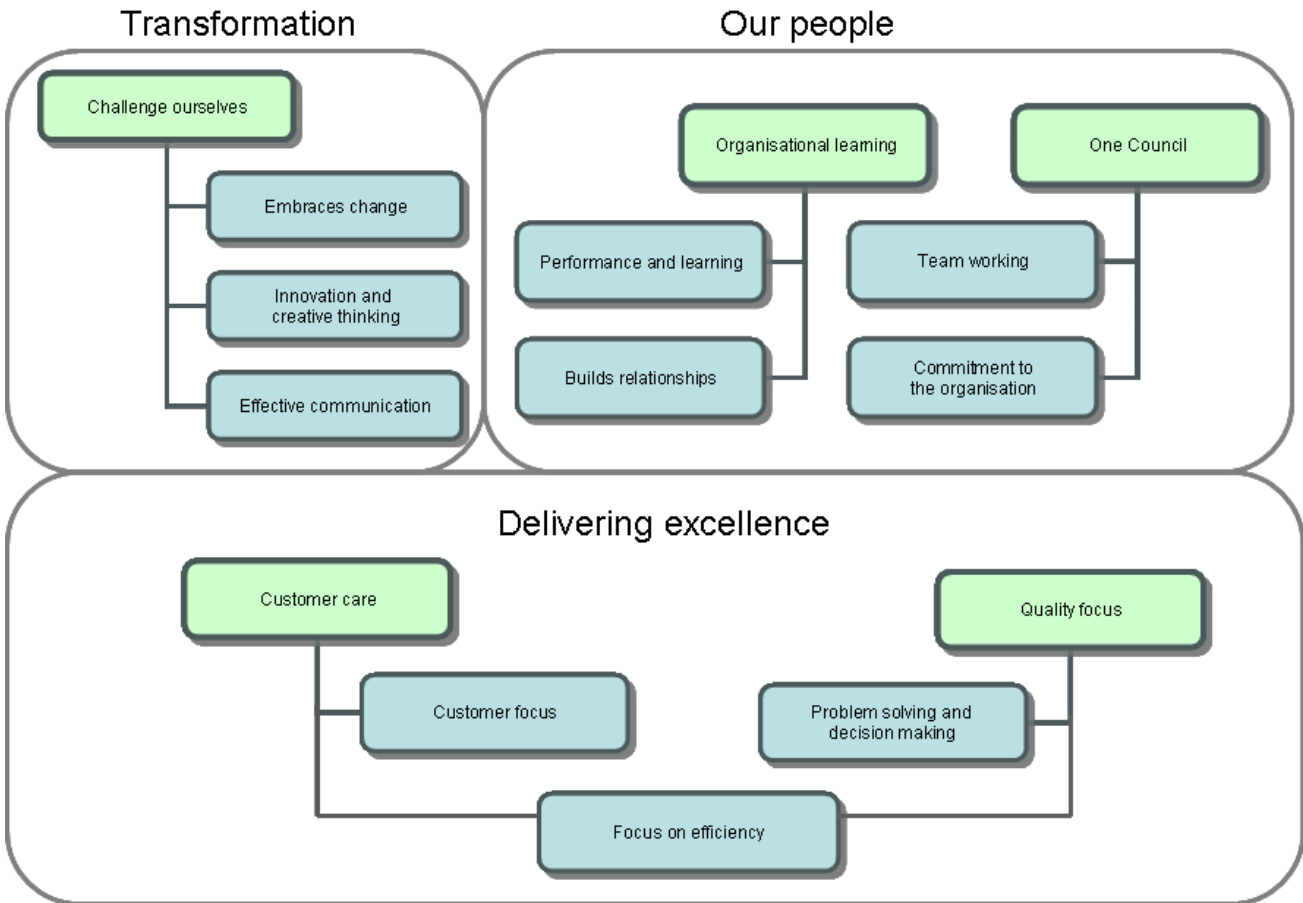
The following diagram shows how each competency is displayed in the framework.



The framework is for use by all employees and can assist in:

- recruitment
- performance management and
- employee development planning.

The framework is not intended to be prescriptive but used as a starting point; other examples of behaviours should be added or adapted to fit the language and needs of a particular service, function or post.



Mission	A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and for the future.					
Cluster	<p>Transformation Forward looking. The focus on our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.</p>		<p>Delivering excellence Efficiently run. The focus on the values and behaviours (in addition to internal systems) that ensures efficiency and effectiveness at every level across the Council.</p>		<p>Our people To ensure that individuals at all levels of the organisation are supported, committed and engaged in the pursuit of our mission and work in a collaborative manner to fulfil our objectives.</p>	
Values	<p>Challenge ourselves We strive to improve what we do by seeking out new ways of working, encouraging innovation and enabling change.</p>		<p>Customer care We put the customer at the heart of what we do by engaging in clear, honest, and meaningful communications to deliver professional services shaped around their needs.</p>	<p>Quality focus With customer insight, we provide high-quality services and find ways to improve. We aim to get things right first time, drive out waste and exceed expectations whenever possible.</p>	<p>Organisational learning We strive to create a work environment where everyone is valued, trusted, and supported. We encourage and facilitate growth and learning at individual, team, and organisational levels.</p>	<p>One Council We work together collaboratively, recognising that we are one organisation, working to achieve a common mission.</p>
Behavioural competencies	<p>Embraces change Has a positive attitude to change, adapts to meet new challenges, and introduces changes to improve organisational performance.</p>	<p>Innovation and creative thinking Proactively generates and develops innovative ideas, opportunities or improvements in order to meet organisational objectives more efficiently and effectively.</p>	<p>Customer focus Puts the customer first, builds effective relationships and seeks feedback to address their needs.</p>	<p>Problem solving and decision making Understands and analyses issues in order to identify the most appropriate solutions. Makes effective decisions based on thorough analysis and the needs of the organisation.</p>	<p>Performance and learning Demonstrates personal commitment to meet agreed performance standards and objectives. Learns from experience and takes responsibility for identifying and addressing personal development needs.</p>	<p>Team working Proactively cooperates and interacts with colleagues, internal and external partners across the Council. Encourages others to develop a collaborative approach to share information, knowledge, and ideas.</p>

	<p>Effective communication Communicates effectively. Uses communication methods and standards, together with well-reasoned arguments to convince and persuade where necessary.</p>	<p>Focus on efficiency Meets or exceeds the Council’s standards by monitoring the quality of own work, team or service delivery. Continually looks for areas of improvement to ensure efficiency, effectiveness, and value for money.</p>	<p>Builds relationships Presents a professional image; uses interpersonal skills to form positive and productive working relationships within and beyond the organisation.</p>	<p>Commitment to the organisation Consistently supports and demonstrates an understanding of and commitment to the Council’s vision and values. Acts with integrity and accountability.</p>
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Embraces change			
Definition		Why it is important?	
Has a positive attitude to change, adapts to meet new challenges, seeks opportunities, and introduces changes to improve organisational performance.		The ability of employees to be flexible and adapt to changing demands and work, now and in the future, is crucial in delivering high performing services.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Is open to new ideas and listens to other people’s points of view • Adjusts to peaks and troughs of workloads • Demonstrates a positive attitude to change • Adapts to changing pressures • Is flexible and willing to carry out different tasks as appropriate • Identifies and initiates changes in order to improve own area of work or responsibility • Demonstrates commitment to the long term goals of the organisation 	<ul style="list-style-type: none"> • Enthusiastically accepts change and encourages others in new ways of working • Actively identifies changes in order to meet function or service needs • Contributes positively to the change process and sees change as an opportunity to improve performance and service delivery • Recognises the impact of change on others and supports them through it 	<ul style="list-style-type: none"> • Recognises the impact of change on stakeholders and deals with issues promptly • Explains the benefits of decisions to team members or colleagues • Proactive in identifying barriers to change and seeking ways to overcome them • Promotes a learning culture, committed to continuous improvement and development • Constantly reviews own and team objectives to ensure they support the organisation’s strategic plans 	<ul style="list-style-type: none"> • Creates and articulates the vision for change and acts as a role model • Actively seeks ways to accelerate change by creating and demonstrating urgency • Encourages and empowers others to develop solutions and removes barriers to change • Ensures that the external environment and Government policies are considered when determining strategic direction • Shares best practice and stories of success to achieve wider organisational change
Warning signs:			
<ul style="list-style-type: none"> • Introduces change in an unconstructive way • Talks about how it used to be in the “good old days” • Creates barriers and does not accept change • Does not inspire trust – gives false information • Takes a defensive attitude towards others or makes excuses for not doing things differently • Openly discusses issues in a negative way • Undermines new ways of doing things • Talks about being flexible but fails to demonstrate in practice • Blames or does not support corporate decisions 			

Innovation and creative thinking			
Definition		Why it is important?	
Proactively generates and develops innovative ideas, opportunities, or improvements in order to meet organisational objectives more efficiently and effectively.		We need to look at new ways of working so that we can continually improve and adapt our services to the ever changing needs of our customers.	
Level 1	Level 2 + (Level 1)	Level 3 + (Levels 1 & 2)	Level 4 + (Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Listens to other people’s ideas • Is open to discuss new ways of doing things • Identifies and develops improvements within own work area • Uses and adapts good ideas from elsewhere • Constructively questions current working practices • Looks for and suggests ways to improve current working practices 	<ul style="list-style-type: none"> • Tries out ideas to find new and better ways to do things • Encourages and responds constructively to new and creative ideas • Is not constrained by previous knowledge or methods • Actively brings ideas of ways to improve policies, procedures and service delivery to meet customers needs • Sets aside thinking time to come up with more creative ways of doing things • Takes advantage of new technologies 	<ul style="list-style-type: none"> • Takes others’ ideas forward • Contributes ideas to the formulation of service or corporate plans • Develops and suggests solutions to problems or challenges raised by others • Actively challenges current thinking to encourage innovation • Proactively seeks out best practices and new function or service improvements • Plans ahead and is able to spot opportunities to develop new approaches, products and services to meet organisational needs • Provides others with the opportunity to express ideas and recommend changes 	<ul style="list-style-type: none"> • Actively promotes and encourages a culture of innovation and continuous improvement • Shares examples of successful ideas or initiatives across other teams and services • Works collaboratively with external partners to keep abreast of new developments • Challenges the ‘status quo’ and takes appropriate risks in order to identify new and better ways of improving service deliver and performance • Works on and develops new initiatives that contribute to the development of the whole Council • Creates environment and process to allow ideas to be brought forward • Encourages ideas and treats with respect
Warning signs:			
<ul style="list-style-type: none"> • Does not listen or value other people’s ideas or suggestions • Develops ideas without reference to or involvement from others • Carries on doing the same old things even if it’s not working too well for other people • Does not allow others to challenge or make suggestions for continuous improvement • Shows no interest in exploring opportunities outside his or her own area • Avoids trying alternatives through fear of failure • Continues with and justifies outdated or bureaucratic working methods 			

Effective communication			
Definition		Why it is important?	
Communicates effectively. Uses communication methods and standards, together with well reasoned arguments to convince and persuade where necessary.		Effective communication and influencing skills are essential to creating and maintaining sustainable relationships at all levels, both internally and externally.	
Level 1	Level 2 + (Level 1)	Level 3 + (Levels 1 & 2)	Level 4 + (Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Is polite and approachable • Listens to and respects the views and opinions of others • Asks appropriate questions to clarify understanding for example the meaning of signage or instructions • Is proactive in sharing information and passes on information promptly and accurately • Demonstrates commitment to the Council's communication charter and style standards • Actively initiates regular communication with others • Gives the right information at the right time taking into account different people's needs 	<ul style="list-style-type: none"> • Delivers consistent and thorough messages • Makes time to listen to all perspectives • Considers in advance the differing needs of others, adapts style and selects the most appropriate method of communication accordingly • Communicates clearly and influences well under pressure • Summarises information to check understanding • Facilitates discussions to achieve collective objectives • Explains and justifies points of view and objectively discusses options • Presents a clear, concise and well thought through case using facts and figures 	<ul style="list-style-type: none"> • Communicates complex information to others effectively • Links communication to corporate objectives and service plans • Presents succinct, well balanced information verbally and in writing, with clear outcomes • Understands and responds appropriately to organisational politics • Creates an environment where team/s are encouraged and developed, to enable them to communicate effectively • Provides constructive, fair, and timely feedback • Uses a range of methods to influence others, explaining benefits and providing background information 	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress situations and achieve impact • Able to effectively present and facilitate large teams, including hostile audiences • Translates strategy into effective operational messages, easily understood at all levels • Creates and implements appropriate communication plans to support corporate and service projects • Ensures communication is appropriately cascaded and regularly reviews its effectiveness throughout team or service
Warning signs:			
<ul style="list-style-type: none"> • Is not confidential or Information communicated breaches confidentiality or regulations • Talks or writes too much or communicates information that is inappropriate or unnecessary • Uses excessive jargon and confuses the audience • Presents information inaccurately in a muddled, unclear way • Communication is perceived as dismissive or offensive for example does not support equality and diversity • Does not ensure that points are understood • Does not listen to others views, interrupts or is rude • Does not attempt to engage and bring people on board with an idea • Only communicates information when asked 			

Customer focus			
Definition		Why it is important?	
Puts the customer first, builds effective relationships, and seeks feedback to address their needs. <i>(The customer could be internal for example colleagues or external such as service users or other organisations).</i>		All employees must demonstrate a full understanding of customer needs and expectations to enable the effective delivery and development of appropriate quality services that exceed customer expectations.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> Asks appropriate questions to understand customer needs and preferences Demonstrates commitment to the Customer Charter and Customer Care policy Resolves customer enquiries promptly at point of contact and only refers to others when genuinely appropriate Interacts with all customers fairly and equitably and is professional at all times Keeps customers up to date and informed Able to recognise, prioritise and respond appropriately to the diverse needs of others 	<ul style="list-style-type: none"> Consistently makes decisions focussed on customer needs Analyses delivery of services and provides solutions to problems Finds different ways to satisfy customer needs Constantly questions, “how will this benefit the customer?” Seeks customer feedback to investigate ways to improve customer experience Goes beyond their day-to day work to assist customers in a positive manner Takes responsibility for resolution of issues not necessarily in own area 	<ul style="list-style-type: none"> Acts as role model in personal approach to customer focus Takes time to establish underlying needs of customers beyond customer feedback Consults with customers and organises processes around their long term needs Regularly reviews team objectives and implements improvements based on customer feedback and best practice Creates an environment where team/s are empowered to put customers first Positively promotes equality of opportunity and values diversity 	<ul style="list-style-type: none"> Makes sure the organisation continuously develops and improves services most important to customers and which are value for money Identifies good practice and solutions and integrates into service provided Translates operational feedback into strategic improvements Forms strategic and diverse groups or partnerships to improve services Recognises need for developing new customer bases and acts accordingly Demonstrates understanding how equality and diversity can impact on the way services are delivered
Warning signs:			

- Creates a bad impression of self or Council
- Does not treat all customers with respect; is rude, arrogant or abrupt
- Makes assumptions about customer needs without further investigation
- Is insensitive or does not think about how the customer might feel for example does not make use of equality monitoring data
- Makes promises to customers that cannot be delivered
- Reacts only to specific customer requests
- Ignores customer feedback or their concerns
- Treats some customers better than others

Focus on efficiency			
Definition		Why it is important?	
Meets or exceeds the Council’s standards by monitoring the quality of own work, team or service delivery. Continually looks for areas of improvement to ensure efficiency, effectiveness and value for money.		To achieve consistent and high levels of performance, we need to ensure we use our available resources and systems in the most productive way.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Checks work to make sure it is done right first time • Demonstrates a commitment to organisational guidelines for example Health and Safety • Cares about the quality, accuracy, and completeness of work activities • Plans own work in advance to ensure it is completed on time and to a high standard • Uses established systems (for example software) to organise and efficiently keep track of information, data, time, and resources • Does not waste the Council’s money • Arrives promptly for meetings 	<ul style="list-style-type: none"> • Organises work effectively to cater for fluctuating work demands • Demonstrates high personal standards as an example to others • Looks ahead to plan and manage tasks effectively, reassesses plans and priorities on a regular basis. • Sets realistic timescales and milestones • Notices opportunities to improve quality and takes action to do so • Understands the general financial framework within which the Council operates • Demonstrates a willingness to participate in Lean process improvement activities 	<ul style="list-style-type: none"> • Encourages organisational learning and continuous improvement • Needs minimal supervision to obtain high quality outcomes • Understands and uses performance management or productivity measures to ensure standards are maintained and improved • Plans activities and resources in line with team and service objectives • Uses financial information to monitor efficient and effective use of resources • Effectively leads and manages project teams to achieve objectives • Actively promotes and instigates Lean thinking and process improvements within team 	<ul style="list-style-type: none"> • Plans the strategy for effective use of time and resources in own Service • Ensures all statutory and regulatory requirements are met for example undertakes Equality Impact Assessments • Reviews and assess effectiveness across team(s) or service to activities, anticipating future needs • Is prepared to take calculated risks based on sound analysis and review • Demonstrates effective financial management of budgets and ensures the Council money is spent in the most cost effective way • Challenges service delivery and implements improvements effectively
Warning signs:			
<ul style="list-style-type: none"> • Does not review or evaluate own work • Does things quickly but in a slapdash way • Gets bogged down in details • Fails to consider resource requirements • Commits to unrealistic timescales and milestones • Focuses quick delivery at the expense of quality • Ignores the Council’s rules and standards • Keeps making the same mistakes or blames other people for own mistakes • Does not plan ahead or fails to manage meetings effectively 			

Problem solving and decision making			
Definition		Why it is important?	
Understands and analyses issues in order to identify the most appropriate solutions. Makes effective decisions based on thorough analysis and the needs of the organisation.		It is important to the Council's effectiveness to ensure that our decisions are based on the right things that add value to the organisation and based on relevant information or analysis.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> Looks at all facts when resolving problems Reads information carefully to make sure they have understood it Considers and identifies all information needed to solve a problem effectively Comes forward with solutions not just the problem Knows when to ask for help or expert advice Obtains and uses necessary information to make decisions Explains honestly why decisions have been taken 	<ul style="list-style-type: none"> Demonstrates integrity, fairness and consistency in decision making Anticipates potential obstacles and develops contingency plans to overcome them Independently analyses issues and problems and expresses their opinion to others Assesses and takes account of risk when making decisions Anticipates likely consequences of decisions and solutions Actively seeks feedback and reviews actions Demonstrates confidence to take responsibility for decisions 	<ul style="list-style-type: none"> Conducts research and consults others to explore wider implications Identifies benefits and drawbacks of potential solutions Tests solutions and seeks feedback post implementation to inform review or learning Is able to cope with uncertainty and an incomplete set of facts to develop a feasible and effective solution Delegates decision-making responsibilities to the appropriate organisational level and holds decision makers accountable for the results of their decisions Actively seeks to engage others prior to decisions being made Is able to provide a sound written business case to support recommendations 	<ul style="list-style-type: none"> Is able to take unpopular decisions with confidence Is prepared to take calculated risks based on sound analysis and review Demonstrates an ability to make effective decisions within limited time Develops highly creative and effective solutions despite the absence of information and short time-frames Is persistent in the analysis of issues and problems to find solutions that best serve the Council or customers Demonstrates a willingness to help others solve problems that are not necessarily linked to their own service area
Warning signs:			
<ul style="list-style-type: none"> Does not take responsibility for decisions Does not look at all the facts or jumps to conclusions before making a decision Gives up too easily and relies on others Does not generate full commitment to see things through Struggles to make decisions when under pressure Considers problems in isolation Spends too long looking at things or thinking about them before taking action Lets things that are going wrong build up in to big problems 			

Builds relationships			
Definition		Why it is important?	
Presents a professional image; uses interpersonal skills to form positive and productive working relationships within and beyond the organisation.		We are all representatives of our organisation. All employees need to engage and work effectively with each other, our customers, and our partners to ensure our success.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Demonstrates respect and interest for example through appropriate use of body language • Asks questions in order to understand the other person's needs • Values diversity and respects other peoples contributions • Is honest and challenges inappropriate behaviour • Demonstrates perseverance when faced with difficulties • Keeps calm and controlled during difficult situation • Acts as an ambassador for the Council by consistently presenting a positive and professional image 	<ul style="list-style-type: none"> • Takes the initiative in social interactions to form productive working relationships • Looks for opportunities to involve self and others in joint working • Tackles difficult and sensitive issues in team/s with tact, and diplomacy • Supports less experienced colleagues • Remains focused when faced with competing demands • Deals calmly with conflict resolutions by establishing facts and suggesting options for way forward • Anticipates how people are likely to react and prepares appropriately 	<ul style="list-style-type: none"> • Seeks out opportunities for individuals and groups in joint working • Is sensitive to the unspoken feelings of others • Involves others in making decisions whilst taking overall responsibility • Looks for common ground and builds co-operation even in difficult circumstances • Promotes a culture of opportunity, equality and diversity • Encourages relationship building actively resolving conflict • Supports and motivates others by driving initiatives • Acts as coach and mentor in a variety of situations 	<ul style="list-style-type: none"> • Inspires, supports and energises others despite pressures such as time, high workloads and competing demands • Addresses underlying disputes to resolve conflict and produce positive outcomes • Understands what is required and provides leadership to instil confidence and understanding in others • Proactively facilitates collaborative working across internal and external boundaries • Raises awareness of others' skills and strengths and encourages others to contribute to work outside their service area
Warning signs:			
<ul style="list-style-type: none"> • Does not respect the contribution of others • Has a reputation for being difficult • Closed, negative body language • Reacts negatively to others' suggestions and requests • Picks and chooses who they cooperate with • Fails to take on board new methods of delivering the service to accommodate different teams, service or partners • Is disrespectful in meetings. 			

Performance and learning			
Definition		Why it is important?	
Demonstrates personal commitment to meet performance standards and objectives set. Learns from experience and takes responsibility for identifying and addressing personal development needs.		We are committed to developing our employees. By investing in the overall performance capability of our organisation, we will drive the consistent achievement of our targets and deliver our promises.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Takes responsibility for completing own targets • Keeps people informed of progress against key tasks • Can identify own strengths and development needs • Is open to and actively asks for behavioural feedback and listens without becoming defensive • Contributes to the performance appraisal process • Is honest about own performance • Learns from mistakes and does not repeat them • Celebrates successes with others 	<ul style="list-style-type: none"> • Contributes to or sets SMART objectives linked to service plans • Focuses efforts on priority tasks and activities to achieve maximum results that add value • Helps others to identify own development needs by providing behavioural feedback • Proactively creates learning opportunities to enhance performance of self or others • Makes use of experts to enhance personal effectiveness and share best practice across the organisation • Seeks out information to enhance own knowledge beyond own area of responsibility • Allocates time and resources to reflect priorities 	<ul style="list-style-type: none"> • Sets demanding but achievable objectives for self and others • Accurately identifies strengths and potential for development in others • Is aware of own management style and is adaptive to meet the learning styles of others • Motivates others and provides feedback, both formally and informally to improve performance • Explains reasons for expected behaviours and performance • Regularly reviews progress with staff and others in one to one meetings • Achieves results through effective management of self and others • Acts as a coach and mentor to team members and others 	<ul style="list-style-type: none"> • Sets stretch performance targets and objectives based on future opportunities or requirements • Promotes and instils a performance driven culture by encouragement and leading by example • Demonstrates commitment to the Council's Key Delivery Targets • Monitors own or team performance against standards, KPIs or established benchmarks and identifies reasons why these are not being met • Able to identify and put a business case forward in response to changing needs of the organisation • Ensures that team(s) understand how their performance links to service plans and objectives
Warning signs:			
<ul style="list-style-type: none"> • Does not take personal responsibility for delivery of work tasks, plans, objectives or strategy • Only concentrates on tasks they enjoy to the exclusion of others • Only notices when things go wrong • Is not willing to learn and avoids seeking feedback about own performance • Is closed and refuses to admit to any development needs • Demonstrates a lack of commitment to performance indicators or delivery targets • Expects individuals to develop without help or guidance • Struggles to prioritise work load or meet deadlines • Sets unrealistic deadlines 			

Team working			
Definition		Why it is important?	
Proactively cooperates and interacts with colleagues and internal and external partners across the Council. Encourages others to develop a collaborative approach to share information, knowledge, and ideas.		To ensure that we work co-operatively together sharing best practice, breaking down departmental barriers and communicating fully to achieve organisational goals.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> • Co-operates with others, treating all team members with respect • Shares information willingly • Is always willing to help colleagues, internal and external partners • Is supportive and considerate of other team members • Is patient, diplomatic, and tactful • Works with others to ensure projects and tasks are completed • Understands and considers the impact their behaviour has on others • Has a clear understanding of the team goals and ensures delivery of a professional service at all times 	<ul style="list-style-type: none"> • Spends time thinking through issues with others utilising their skills and making them feel involved • Speaks positively of others and gives praise and credit when due • Contributes feedback where necessary • Understands what others need to know and keeps them informed • Encourages and supports other colleagues • Builds good relationships with others • Works to develop a one team culture across the organisation 	<ul style="list-style-type: none"> • Networks effectively both internally and externally • Addresses conflicts or issues within the team in a timely, positive and confidential manner • Initiates meetings with colleagues and external partners to share information • Puts team decisions above personal interests • Actively gives and receives feedback to improve performance • Makes best use of team and organisational resources, including time, ideas and finances 	<ul style="list-style-type: none"> • Creates new opportunities for individuals to work together • Actively breaks down barriers that get in the way of effective team working and challenges others to do the same • Develops dynamic ways to introduce new strategies to improve partnership working • Regularly maintains networks and contacts • Promotes partnerships as a means of shaping and delivering services to the community
Warning signs:			
<ul style="list-style-type: none"> • Does not respect the contribution of others • Has difficulty working with others in the team • Does not contribute at team meetings despite encouragement • Is negative bringing the team spirit down • Places personal priorities before team priorities • Will not help or is uncooperative • Holds back information that may benefit colleagues 			

Commitment to the organisation			
Definition		Why it is important?	
Consistently supports and demonstrates an understanding of and commitment to the Council's vision and values. Acts with integrity and accountability.		Company loyalty and integrity are important in ensuring that employees can be confident that the organisation in which they work is operating in a positive and ethical way and delivers excellent services to our customers.	
Level 1	Level 2 (+ Level 1)	Level 3 (+ Levels 1 & 2)	Level 4 (+ Levels 1, 2 & 3)
<ul style="list-style-type: none"> Understands and demonstrates the organisation's values in being open and honest with customers and others Maintains confidentiality Supports and is committed to the organisation's standards Can explain why they perform their duties and how this meets the goals of the organisation Takes pride in working for the Council and acts professionally at all times Takes ownership for delivery of their own work 	<ul style="list-style-type: none"> Demonstrates an understanding of the Council's vision, mission and key delivery targets Analyses own performance and offers ideas and gives feedback Is flexible to meet the needs of customers and the organisation Challenges unethical or dishonest behaviours and attitudes Is accountable for own decisions. Ensures others receive credit for what they achieve Is aware of the political implications of actions and decisions 	<ul style="list-style-type: none"> Takes ownership for delivering corporate strategy Understands and actively promotes the organisation's standards and ethics to colleagues and others outside the organisation Consistently demonstrates an understanding of commercial issues and risk management Instils and embeds organisational loyalty and commitment in their teams Understands both local and national political drivers and how they impact on the team, service and key stakeholders 	<ul style="list-style-type: none"> Upholds at all times the fundamental values of good corporate governance Stands up publicly for organisational values and challenges appropriately Provides strategic direction for the organisation to improve performance Ensures organisational compliance with legislation, regulatory requirements and best practice Reviews service vision and objectives to ensure continued relevance into the future Demonstrates an in-depth understanding of organisational politics and uses this effectively Recognises and considers the impact of government legislation on Council services
Warning signs:			
<ul style="list-style-type: none"> Focuses on own needs and benefits Does not accept responsibility for own actions Criticises organisation and colleagues openly to outside agencies and customers Fails to maintain confidentiality and is careless with information Does not demonstrate honesty, integrity and loyalty to the Council Is inconsistent, does not 'walk the talk' Takes credit for success without acknowledging others Is often late and is unreliable, abuses the work life balance schemes Shows little knowledge of the organisation and the business 			

Appendix P – Contact Details

Contact Details

If you have any further queries or questions email:

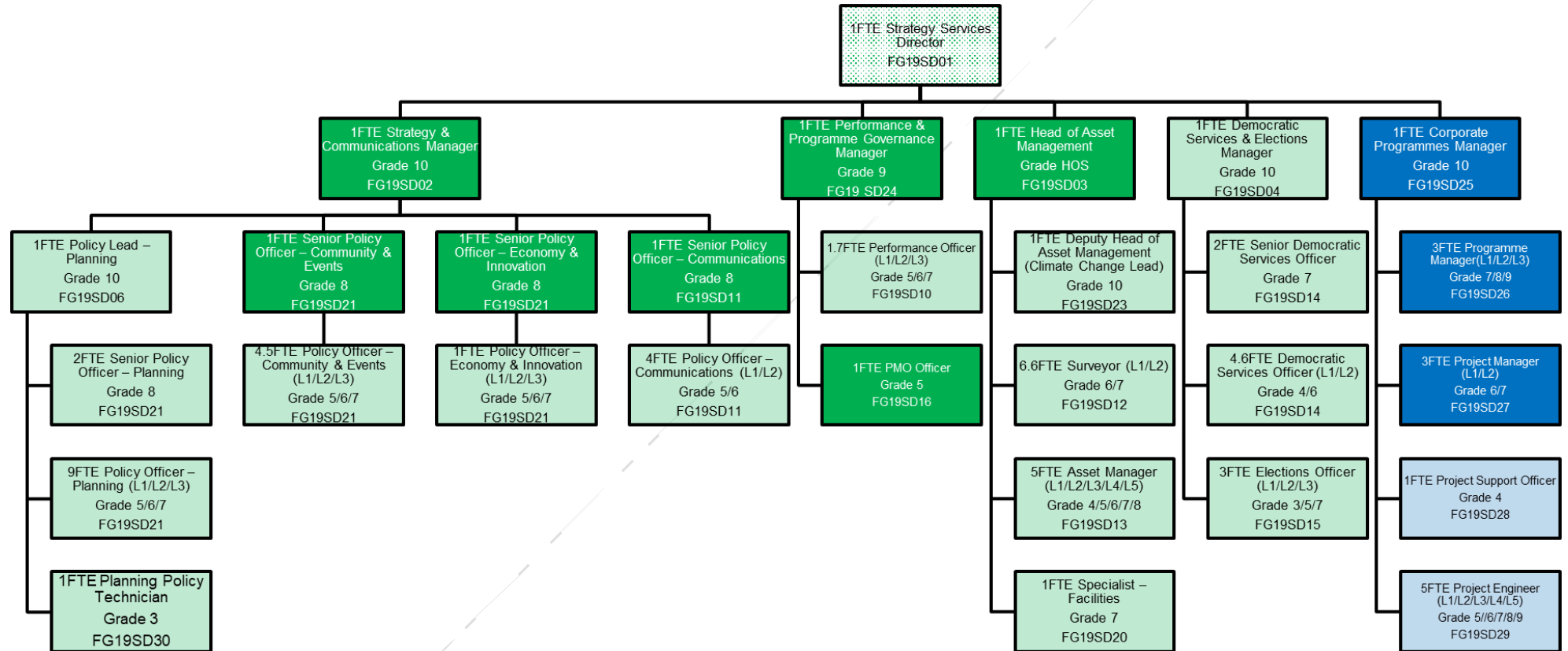
Joan Poole
Future Guildford – Programme Lead
Email: Joan.Poole@guildford.gov.uk

Or alternatively:
Jenny Lester
HR Transformation Lead on
Email: futureguildfordcons@guildford.gov.uk

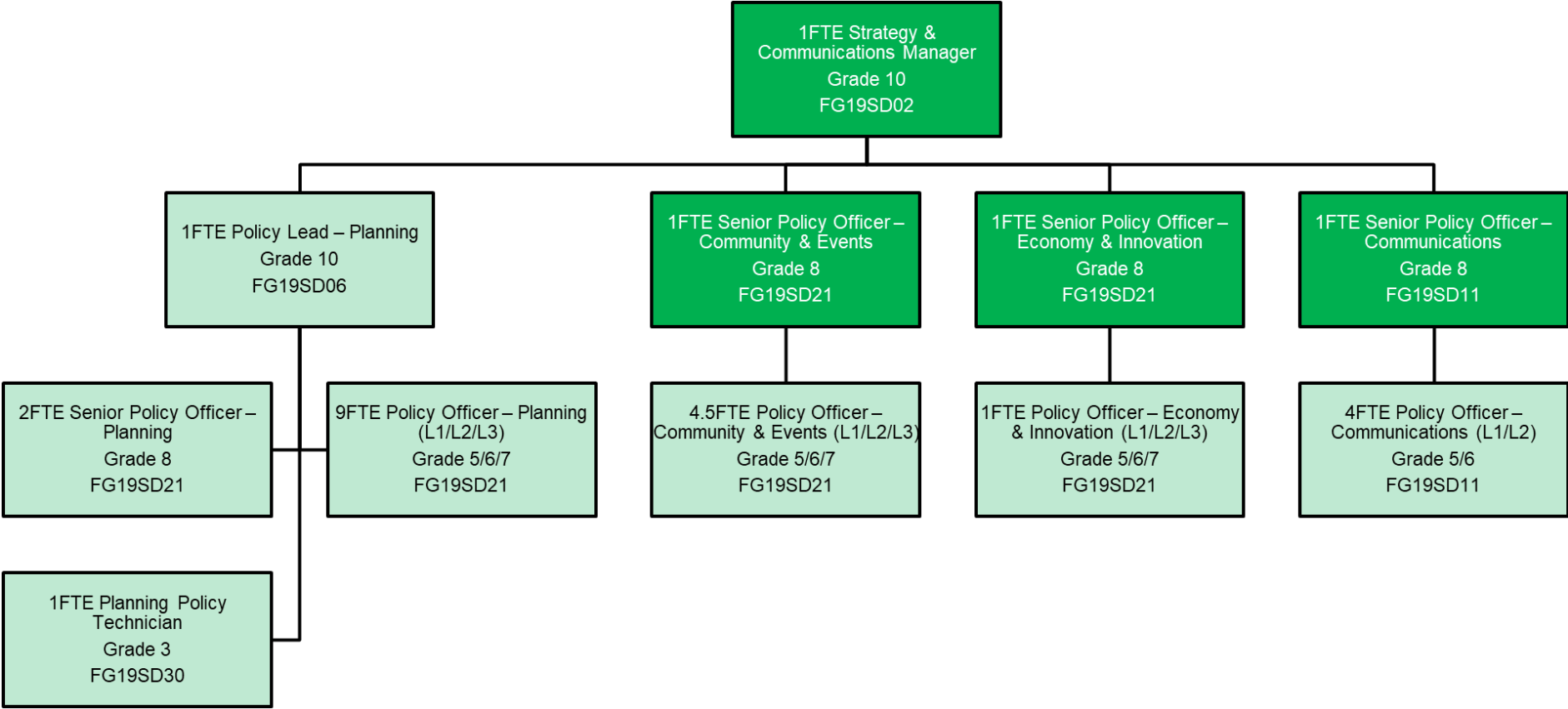
For additional advice or support please contact:
Nigel McDonald
Unison representative
Email: Nigel.McDonald@guildford.gov.uk

Appendix Q – Detailed Organisation Charts (Operational Reporting Lines)

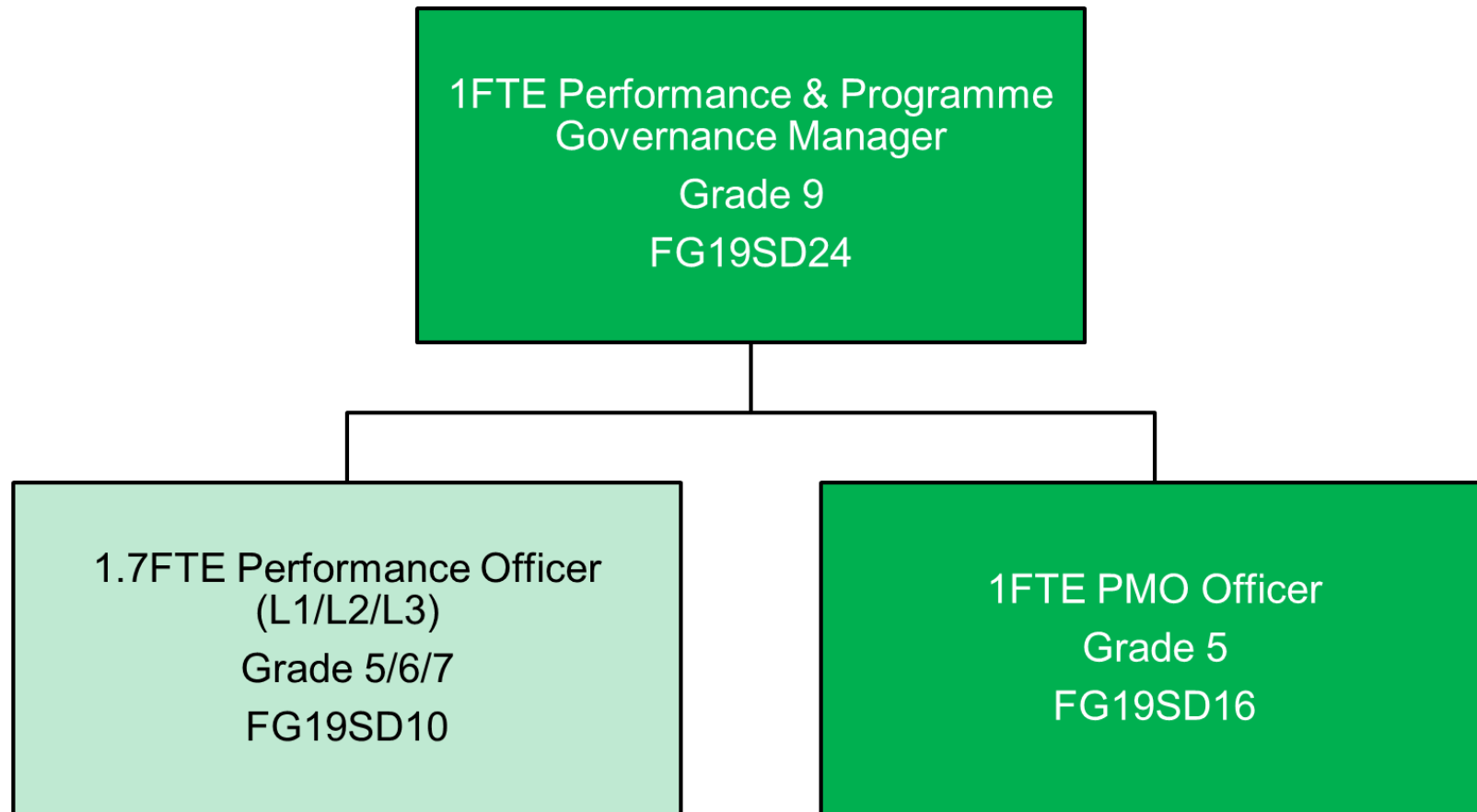
Strategy directorate



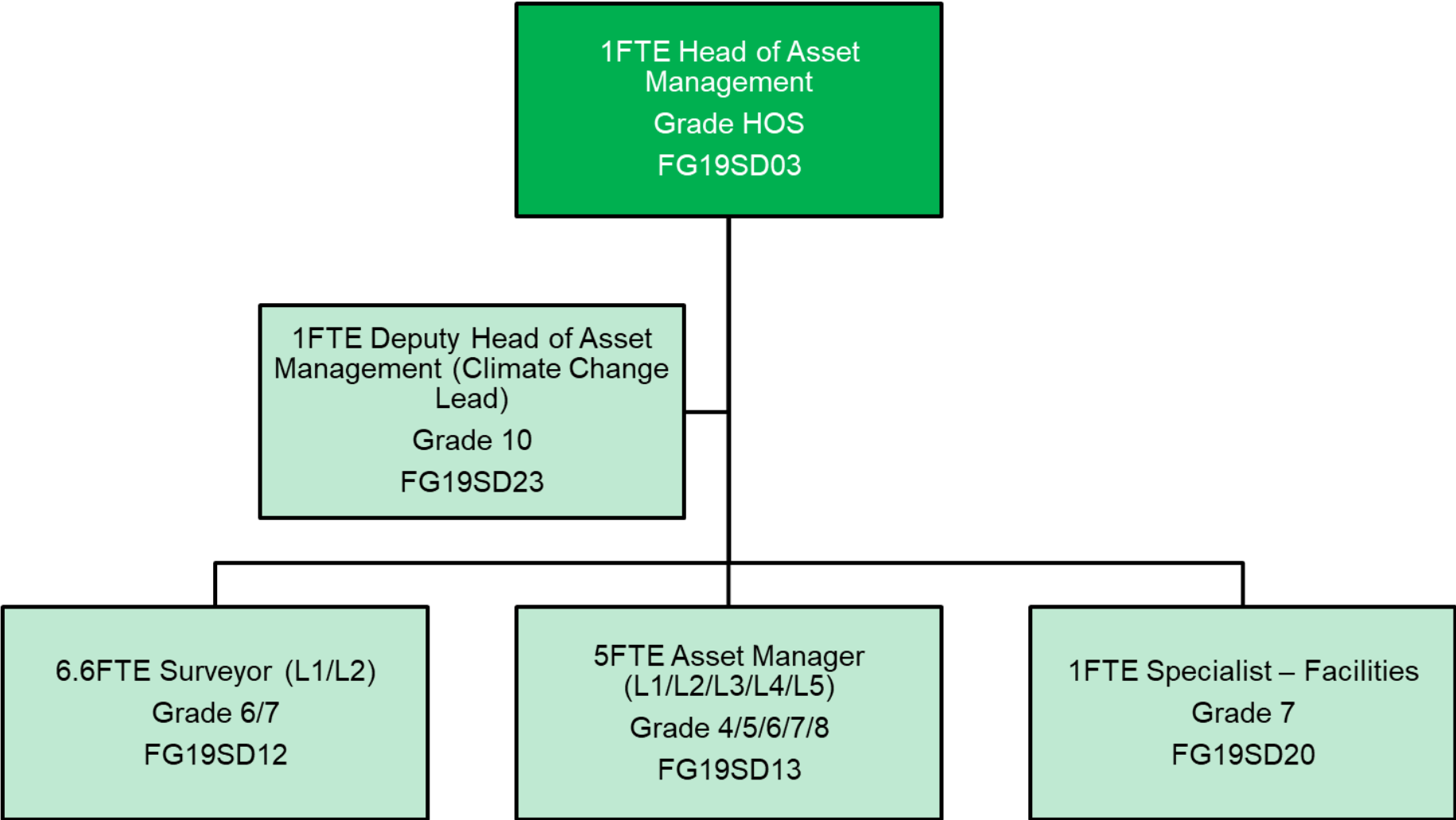
Strategy & communications



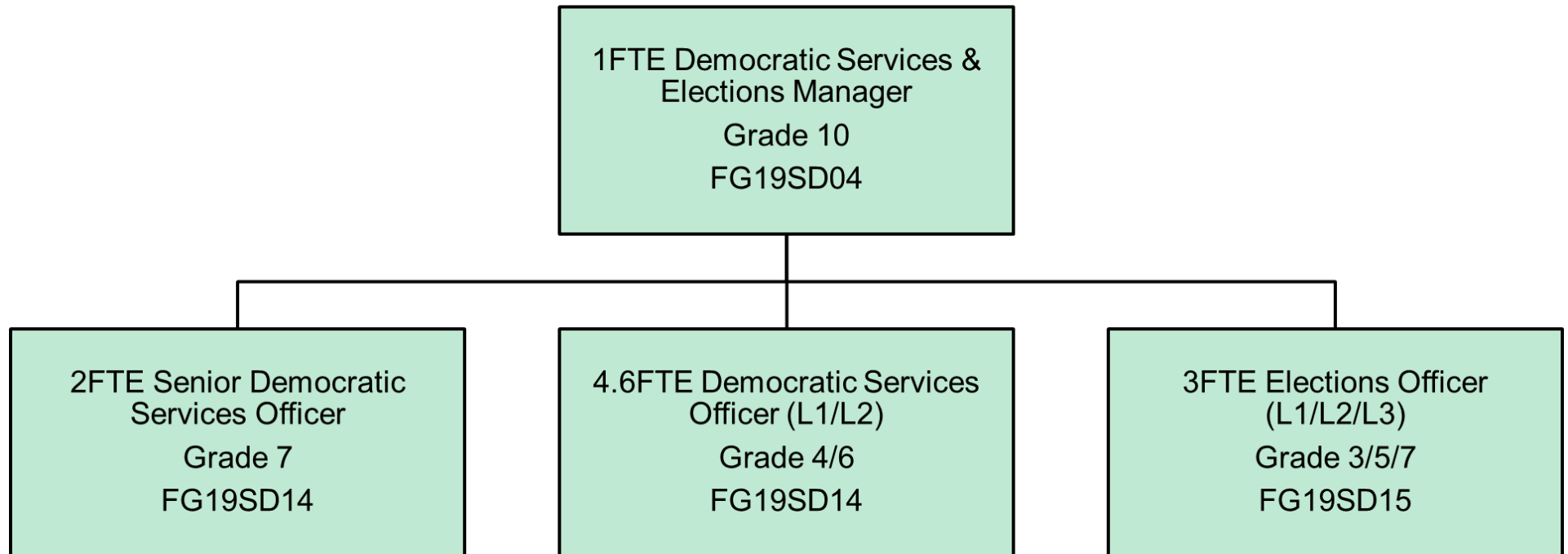
Performance & programme governance



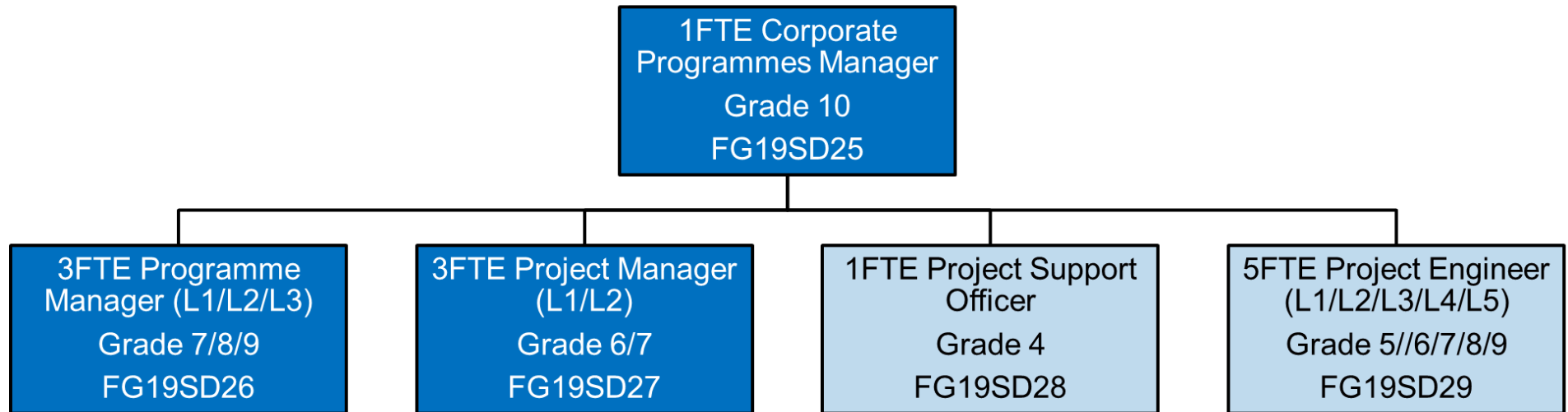
Asset management



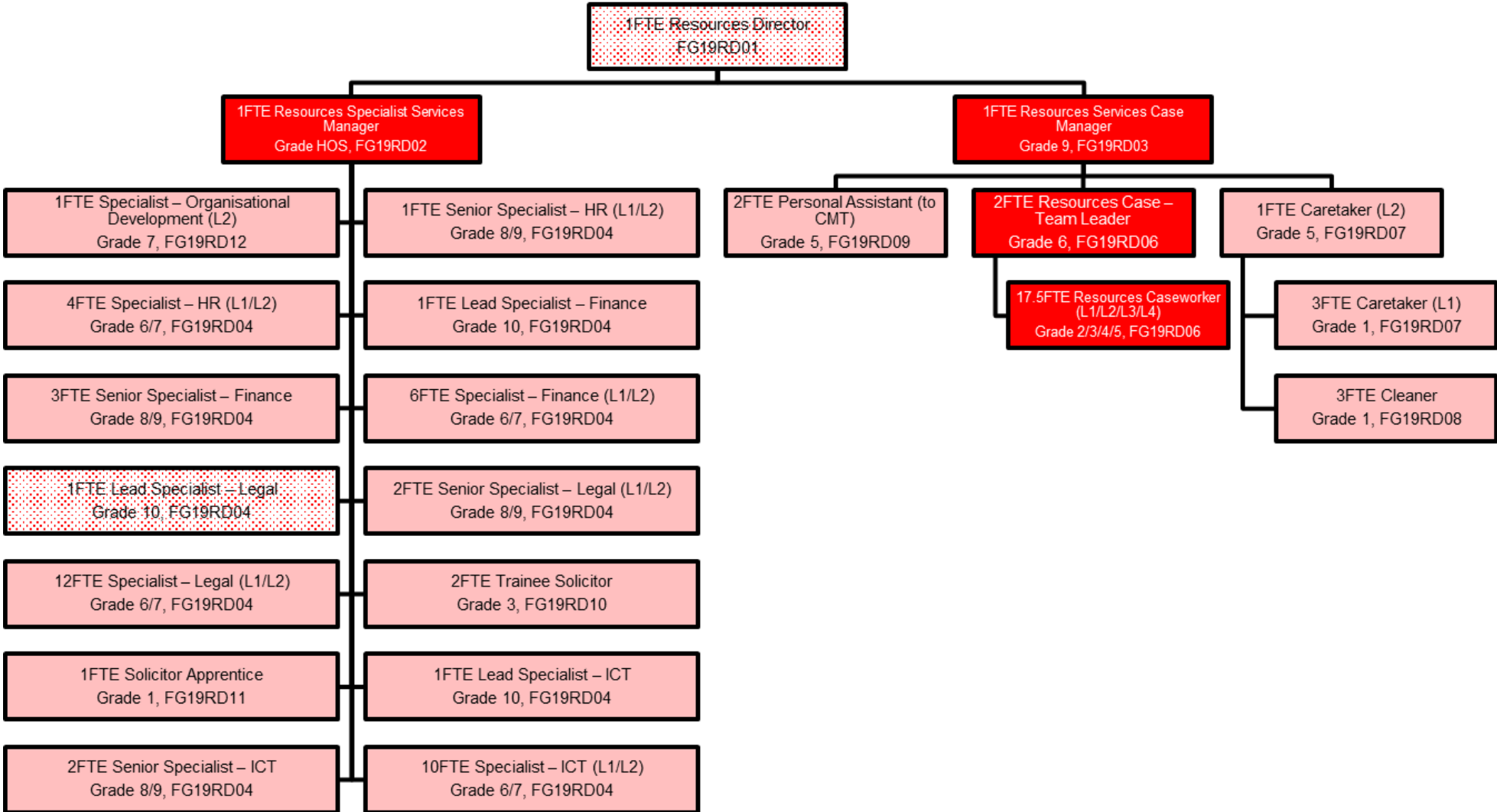
Democratic services & elections



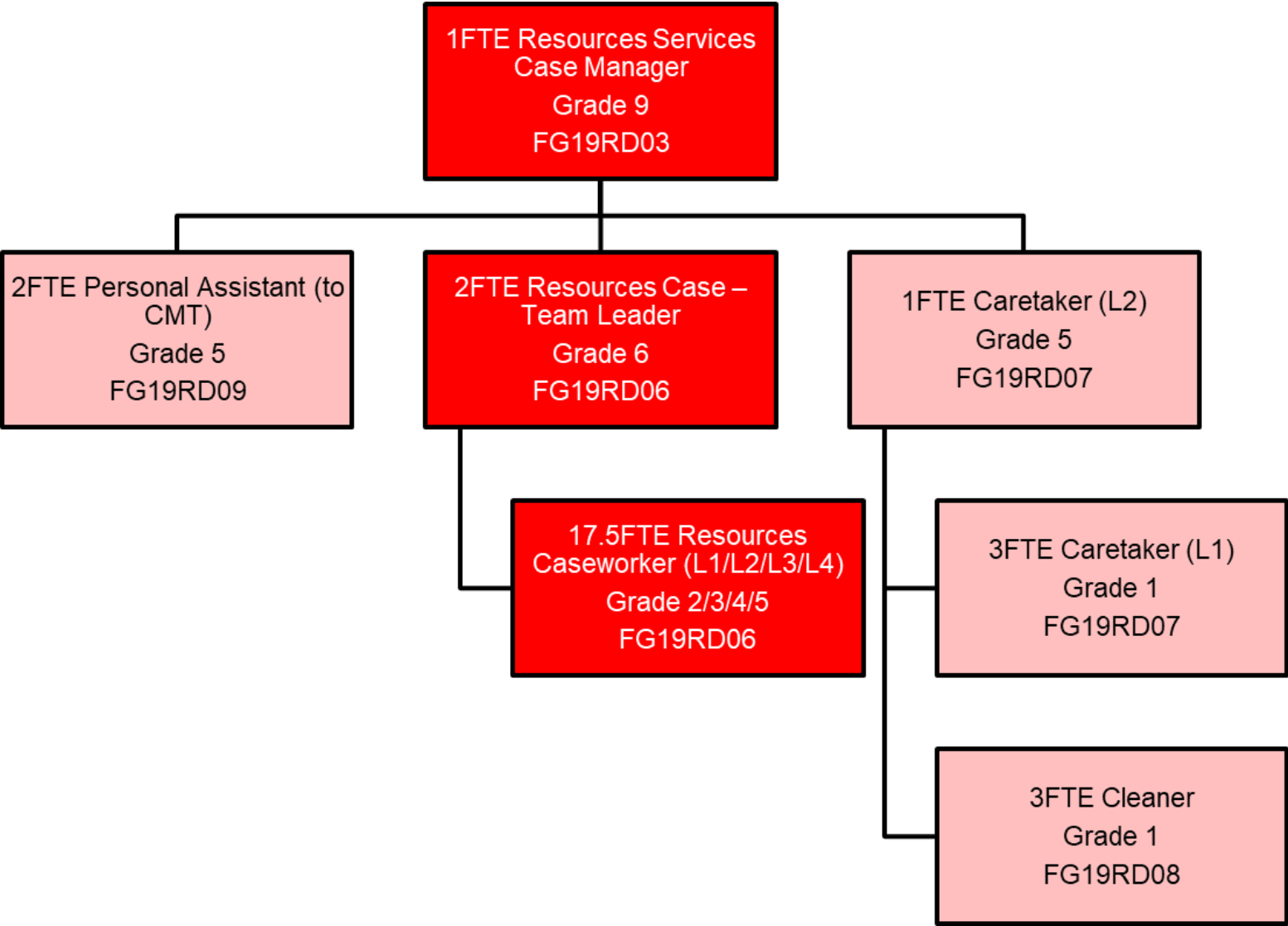
Corporate programmes



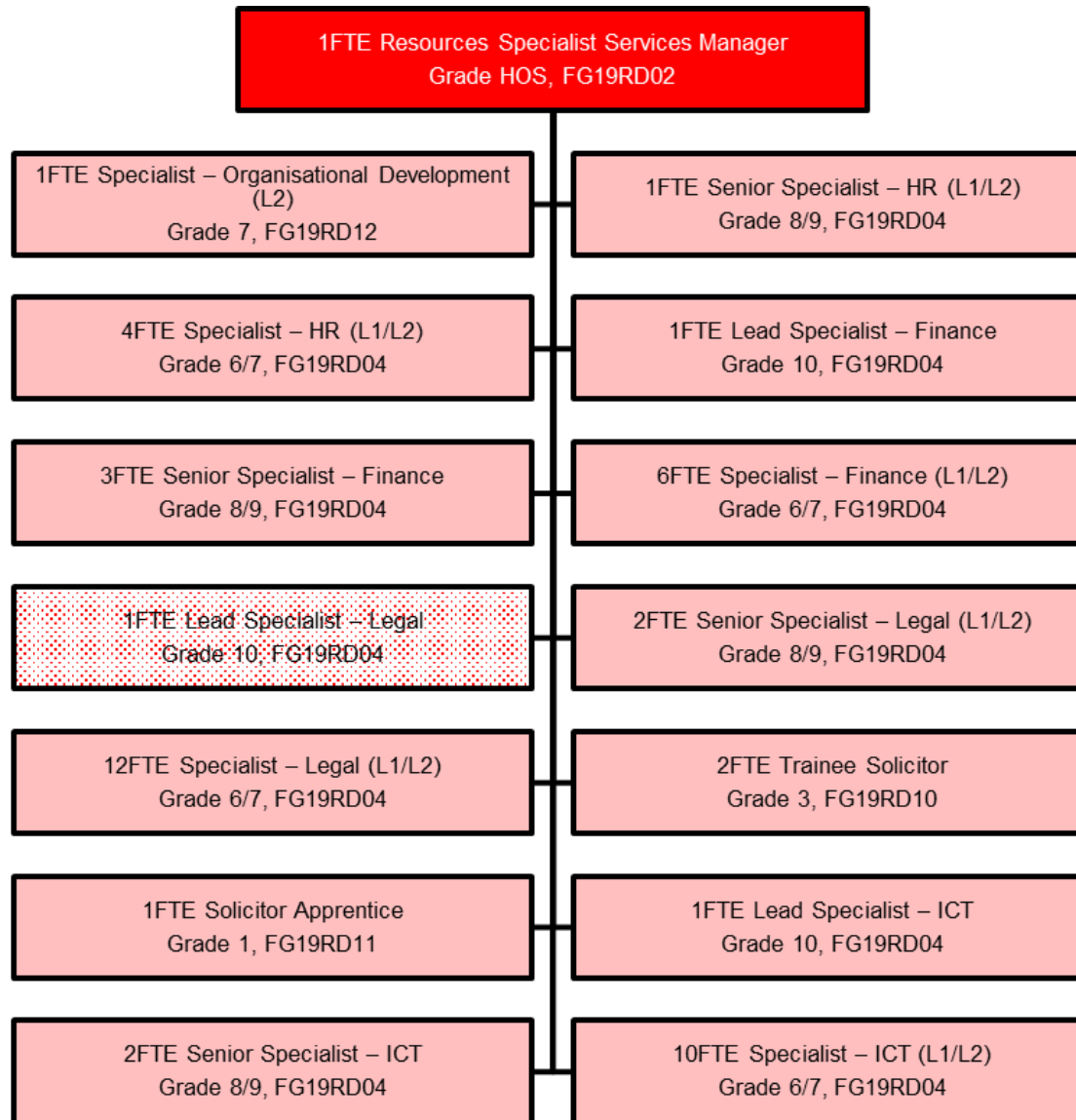
Resources directorate



Resources case management

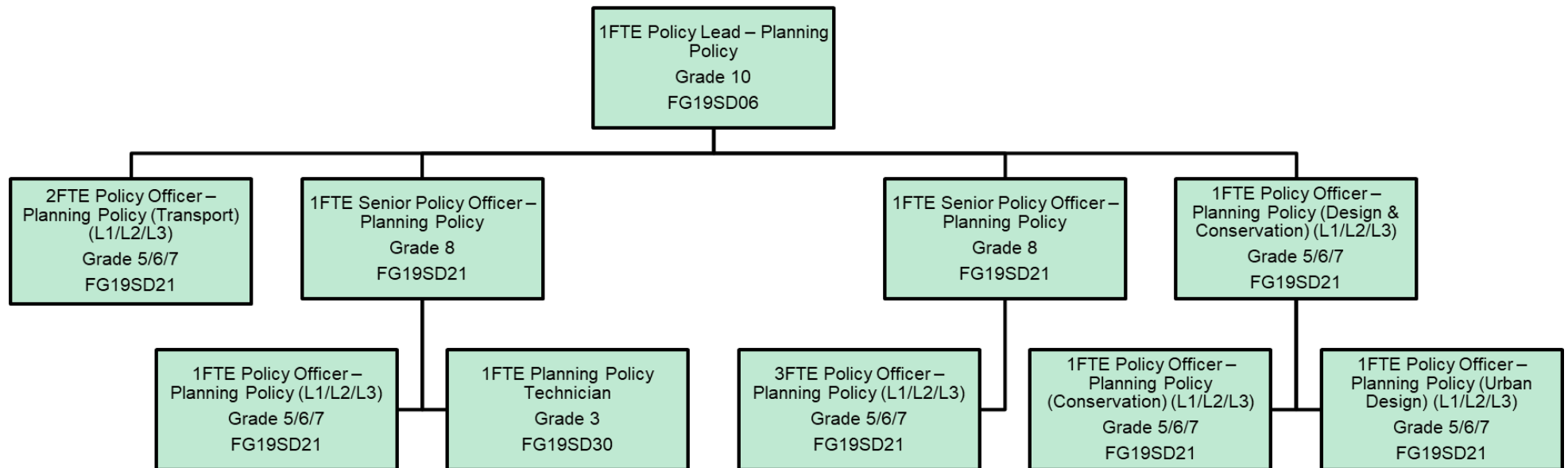


Resources specialist services

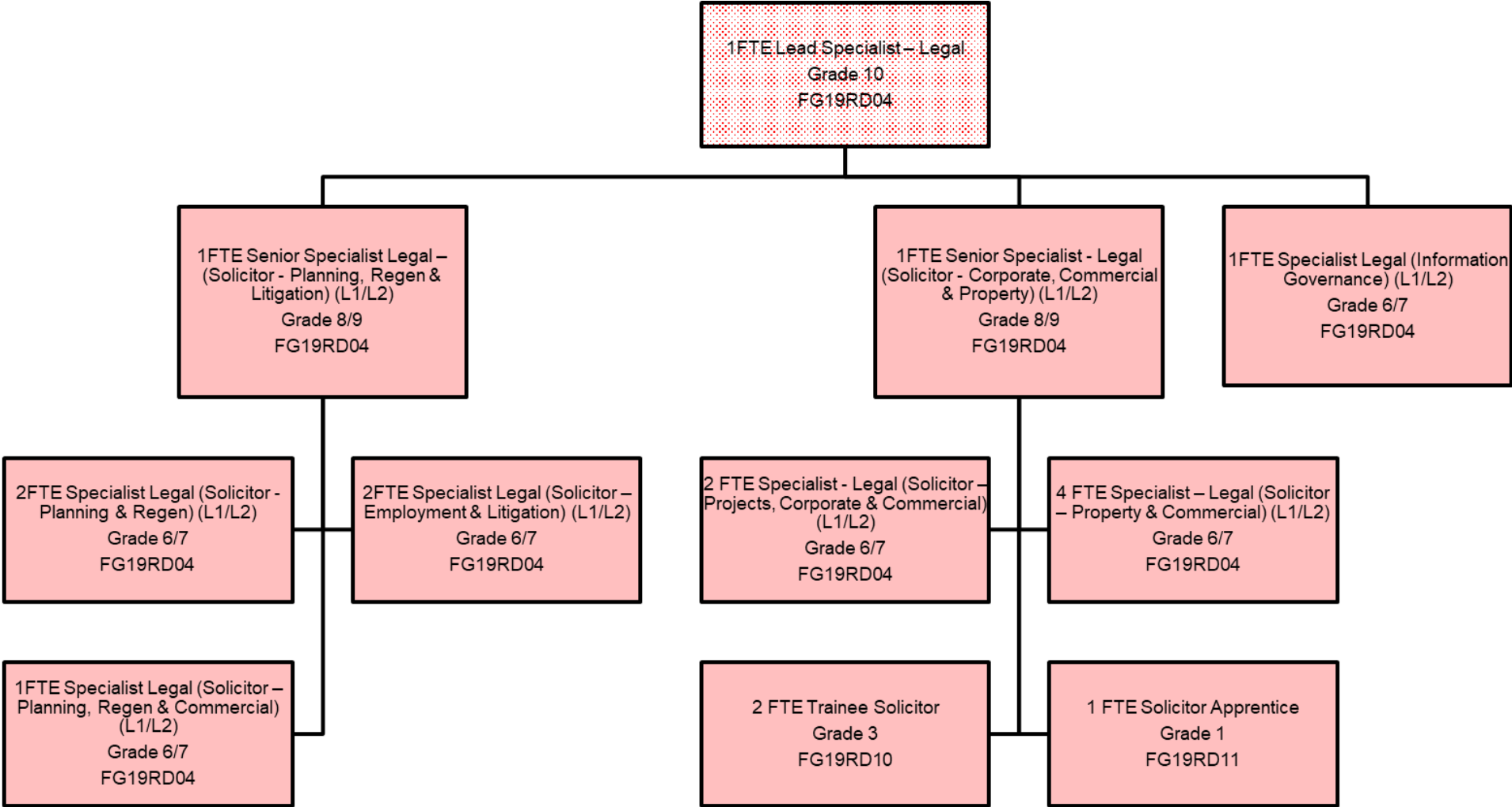


Appendix R – Detailed Organisational Charts (Functional Reporting Lines)

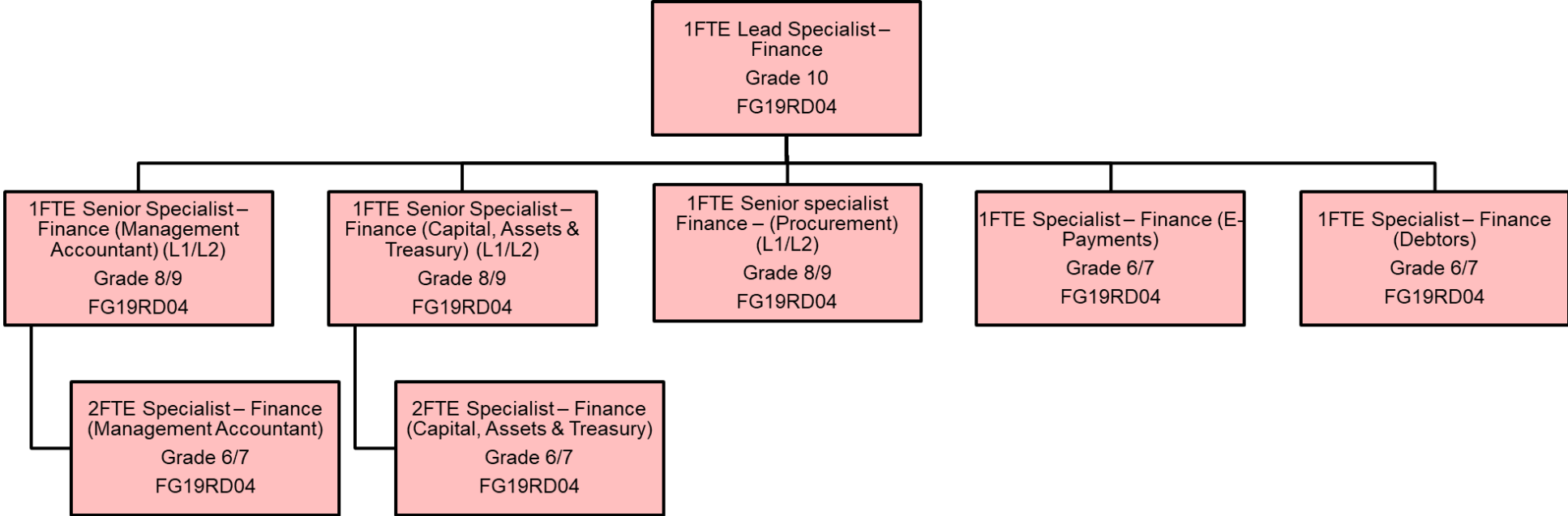
Planning Policy



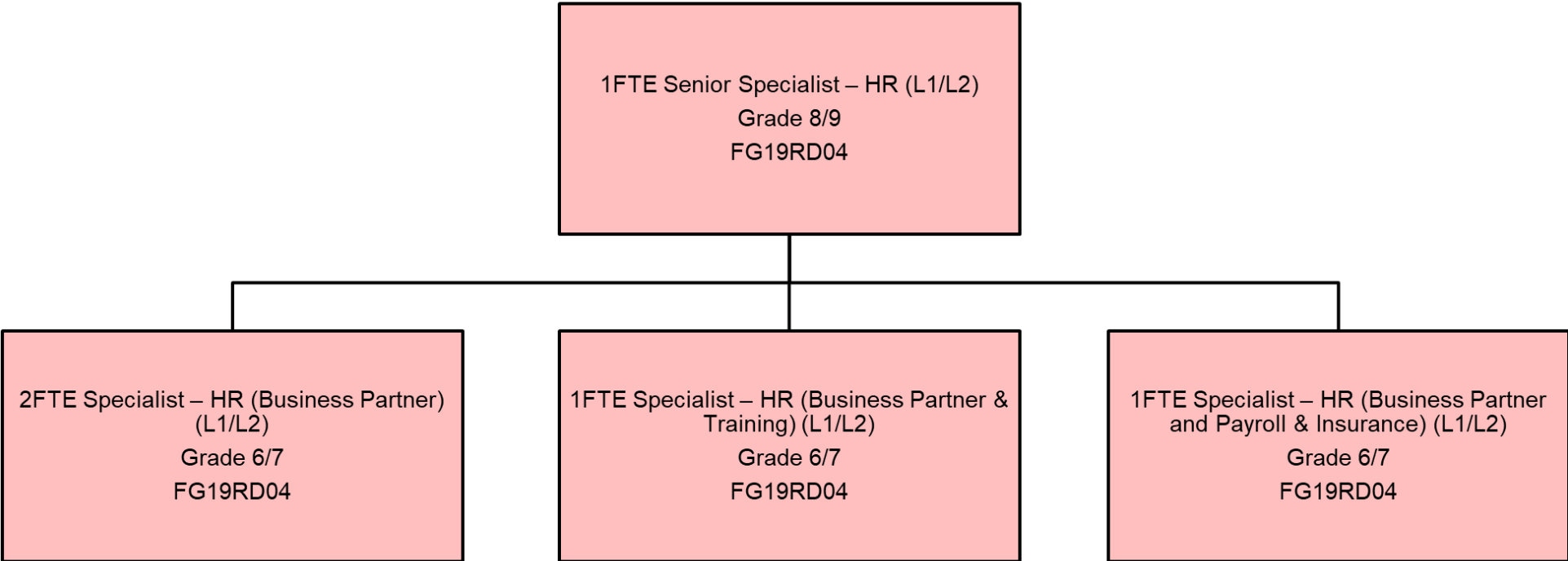
Legal specialists



Finance specialists



HR specialists



ICT specialists

