



Leicester
City Council

WARDS AFFECTED
ALL

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Cabinet

21 July 2003

Redeployment Procedure

Report of the Town Clerk

1. Purpose of Report

This report is to advise Cabinet on the Council's redeployment procedure in light of the concerns raised by the Employees (Retirements) Committee held on 10th June 2003.

2. Summary

The Employees (Retirement) Committee requested that Cabinet looks at the Council's redeployment procedure to see if any changes may be recommended in light of the Committee's concerns about the ability to redeploy employees into other jobs with known recruitment problems. The Committee raised the issue of whether training could be provided to assist redeployment and was under the impression that the redeployment procedure would need to be changed to accommodate this facility.

The current redeployment policy does already allow for training to assist people in gaining redeployment. Extending this provision to cover long periods of work experience or training can cause difficulties in relation to performance levels. This in turn could have major implication for service delivery, service costs and service quality.

Jobs that the Council is finding hard to recruit to are, in the main, part of a national skills shortage. These problems are being addressed through a range of employee development and recruitment and retention initiatives within the Council's HR Strategy.

The Council has a good track record in redeployment and performs above the top quartile amongst local authorities for early retirement figures. However, further improvements may be made by taking on board the concerns raised by the Employees (Retirement) Committee through the actions recommended below.

3. Recommendations

It is recommended that Cabinet:

1. Note that the redeployment procedure already allows for training to be provided to redeployees to enable them to meet the specification for a suitable alternative post.

2. Supports the proposal to improve the emphasis of the training provision with the redeployment procedure through amendments to managers' guidelines.
3. Supports the proposal that recruiting managers are reminded to use only criteria that are necessary for effective job performance within person specifications.

4. **Headline Financial and legal Implications**

There are financial implications if employees with more than 2 years' service fail to be redeployed, as the Council is liable to pay redundancy pay. This financial impact is increased if employees are over 50, as they are also entitled to early retirement.

5. **Report Author/Officer to contact:**

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SUPPORTING INFORMATION

1. Report

At a recent meeting of the Employees (Retirement) Committee, held to consider an employee's early retirement due to redundancy, the Committee was concerned about the ability of the Council's redeployment procedure in placing employees into other jobs in which there were known recruitment difficulties. The Committee raised the issue of whether training could be provided to assist redeployment and was under the impression that the redeployment procedure would need to be changed to accommodate this facility. It therefore resolved that Cabinet be asked to look at the Council's redeployment procedure to see if any changes may be recommended in light of these concerns.

The current redeployment procedure does, in fact, allow for training to be provided in order to assist people at risk of redundancy in gaining redeployment. It states "in appropriate cases where employees do not meet/fall short of the essential job requirements, they may be considered for a period of pre-training or they may be appointed if they can meet the full requirements in a short period of time with appropriate training."

An example of how this provision of the procedure is being implemented is in Housing, where employees from craft/manual occupations are given office-based work experience and training opportunities in order to increase their chances of redeployment.

It is possible that the Employees (Retirement) Committee envisaged an option to offer longer-term training or periods of experience than those covered by the existing policy. There would be difficulties in offering redeployees long periods for training or to gain experience, mainly in terms of the potential impact on service delivery. Until the redeployee obtains the necessary training or length of experience, it may be assumed that he/she is unable to fulfil the new role effectively. This can place additional work onto colleagues and may lead to lower standards of service delivery, which cannot be supported for protracted periods.

As the redeployment procedure already provides the facility considered by the Employees (Retirements) Committee, it is not recommended to amend the procedure. Instead, it is proposed that the guidelines for managers on redundancy and redeployment are amended to emphasise the existence of this facility and to encourage its adoption where possible. It is also proposed to provide further guidance for recruiting managers on the implications of overly restrictive criteria in person specifications, reminding them that the criteria must be relevant for effective job performance.

While each case of early retirement through redundancy is regrettable, it should be borne in mind that the Council’s redeployment procedure and practice has been the subject of praise from District Audit inspectors. Indeed, the Council has a good track record in terms of redeployment and consistently performs above the top quartile when comparing the number of early retirements with other local authorities. By responding to the concerns raised by the Employees (Retirements) Committee and implementing the proposals within this report, it is hoped that further improvements to our record may be made.

In relation to jobs which are difficult to recruit to, there is ongoing work to address these problems through the Council’s HR Strategy and ongoing work plan. It is intended that through the outcomes of the recruitment and retention working party, and employee development initiatives, such as the competency framework, modern apprenticeships and taking a “grow our own” approach, these recruitment problems can be reduced.

FINANCIAL, LEGAL AND OTHER IMPLICATIONS

1. Financial Implications

There are no direct financial implications arising from this report. The successful redeployment of employees at risk of redundancy protects the Council from paying redundancy costs and, if employees are over 50, early retirement costs.

2. Legal Implications

None arise from this report.

3. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	No	
Policy	Yes	1
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	

4. Background Papers – Local Government Act 1972

- 4.1 Minute Extract of the Meeting of the Employees (Retirements) Committee held 10th June 2003.
- 4.2 Conditions of Service Appendix A1 Redundancy, Redeployment And Loss Of Earnings Procedure.

5. Consultations

Personnel Officers Group was consulted on the possibility of extending training and work experience periods for redeployees.

6. Report Author

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