

9th July 2002

Scrutiny Report to the City Council

Management of Redeployment

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Preface

By Councillor Mike Olley
Chair of Co-ordinating Overview and Scrutiny Committee
July 2002



The issue of redeployment is not a fashionable one. But it is extremely important. We must remember that redeployment involves real people – the people who deliver the services that we, as a council, provide.

Managing redeployment creates an escalating cost if we get it wrong – and we do get it wrong. We need to put that right and make redeployment one of our human resource priorities.

This report identifies clearly the way forward, dealing with the issues that can demoralise our staff and cost the council money. By managing redeployment properly we can stem the haemorrhage of almost £1 million a year. By fully adopting the recommendations we could go further.

I also believe that this report underscores the value of Scrutiny. We have found the way forward on an issue that has not been tackled properly. We worked with Central Personnel, who had the professionalism to understand and correct the issues that council structure had hitherto prevented from being addressed.

By opening up unfashionable issues like this, the Scrutiny system brings about worthwhile change. I feel that this is a significant and worthy challenge.

Mike Olley

1: Summary

- 1.1 There is no overnight solution for redeploying staff currently on the Central Redeployment Register. However, there are some current actions that can be taken to improve this.
- 1.2 Redeployees within the council at 31 March 2002 comprised 133 staff on the Central Register, with a further 30 staff within departments. Centrally registered staff had been on the register for 283 days on average; staff within departments had been displaced for 194 days on average.
- 1.3 These redeployees comprise an estimated £ 2.54m of annual salary cost. Given the average length of time they have spent awaiting redeployment, this means £1.90m of inefficient wage spend.
- 1.4 The processes within the council for resolving issues of redeployment are in themselves relatively robust, and extensive amendment of these is not necessary. There are however issues relating to how well these procedures are applied. This is particularly the case regarding medical and long-term redeployees.
- 1.5 The effective management of redeployment is hindered by a number of issues, including
- How HR requirements are planned
 - The information held by and available to managers throughout the organisation
- r. t c'

2: Summary of Recommendations

Priority:	◆◆◆ High: Within one month	◆◆ Medium: Within three months	◆ Low: Within the financial year
Recommendation	Priority	Responsibility	Comments
Managing Information			
R1	◆◆◆	Chief Personnel Officer (via Chief Officers)	<p>Information on redeployees and temporary staff should be maintained regularly (at least monthly) for the entire organisation. This information should</p> <ul style="list-style-type: none"> • Be in a common format • Show performance against relevant measures • Include details of cost • Provide details on current action
Planning and Monitoring HR Needs			
R2			<p>A process of planning and monitoring HR levels should be in place alongside budget monitoring. This should provide details of</p> <ul style="list-style-type: none"> • The current situation • Known and forecast changes in work and pel88 re

R6	Proposals should be developed and implemented, centralising all redeployment for the Council. Implementation of this may be phased to allow for practical considerations.	◆ ◆	Chief Personnel Officer
R7	Resourcing of the Central Redeployment Unit (CRU) should be reviewed, along with the basis for charging departments.	◆ ◆	Chief Personnel Officer / Director Finance

3: Introduction

- 3.1 Birmingham City Council (BCC) is a large employer, with a payroll budget of over £500m (excluding teachers). With such a sizeable amount of money spent on payroll costs, there is a need to continually seek to optimise efficiency within the human resource.
- 3.2 As a consequence of the size of the organisation, it is inevitable that there is always an element of transition within the workforce. Workloads and priorities change over time, as does the composition and ability of the workforce. Over the last two decades, most organisations have needed to adapt how they employ people to emerging requirements, and BCC is no different.
- 3.3 Whilst elements of the organisation are in transition, there is a loss in the efficiency of the human resource. Redeployees represent an aspect of the human resource that is not being used to full capacity. Arguably, maximum efficiency is not realistically attainable within an organisation of BCC's size and complexity. However, this does not make optimising efficiency any less laudable a target.
- 3.4 Given the shift in the nature of employment in this country, job security is a valued aspect of an employment package. There are great benefits to be obtained from being recognised internally and externally as a 'good employer, that values its staff':
- Attracting the best recruits
 - Good morale, fostered by the understanding that the organisation values its staff
 - Dealing with issues of redeployment positively and directly, with dignity for the employee
- 3.5 It is also important to understand that the need for redeployment processes to operate comes from two sources:
- Organisational change, resulting in staff being 'At Risk' of redundancy, and
 - Medical redeployment, where the employee becomes medically unable to perform their current role
- 3.6 This report examines the redeployment process and how it operates within the council. In doing this, it looks at how robust processes related to redeployment are, as well as looking at how these processes work practically within the organisation. It goes on to explore the reasons why redeployment processes may not be working as effectively as is possible, and identifies some actions that may be taken to improve performance.
- 3.7 This is in response to Member concerns that redeployment processes, whilst being generally robust as processes, are not applied fully or consistently by the council. The concern is that this fails to achieve the objectives of efficiency that the processes were aimed to deliver.

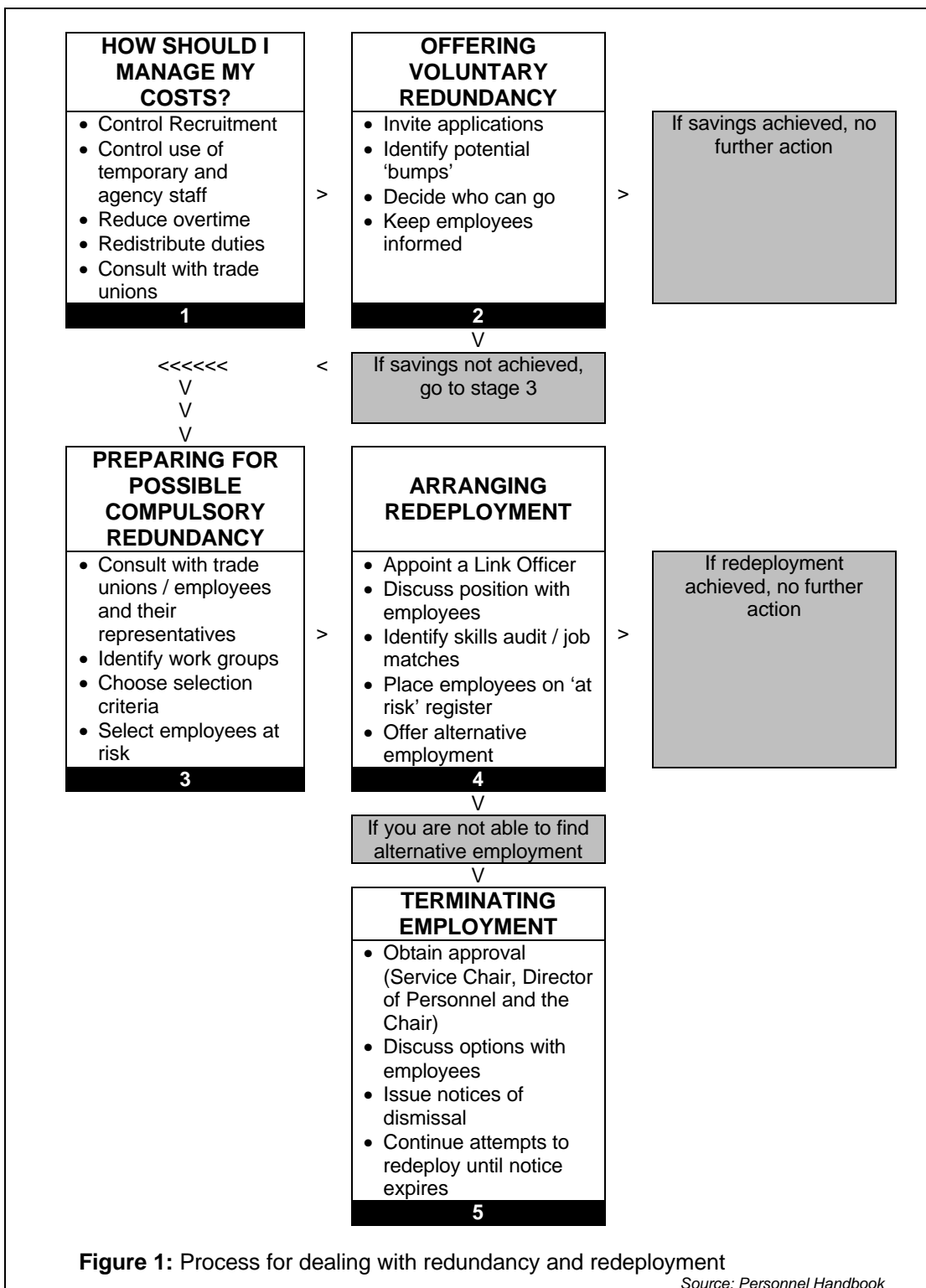
4: Current Processes

4.1 Planning Human Resource Requirements

- 4.1.1 Redeployment is not a process that operates in isolation. It is one of a range of outcomes from human resource (HR) processes. As such, it is important to first set this in context.
- 4.1.2 HR processes strive to match people to the work that the organisation needs to perform. The first step in this is in identifying the workload and nature of the workload that is required (i.e. how many people, of what skills / experience mix). This forms the basis for human resource planning, and identifying which people the organisation requires, with what skills mix, and in which areas.
- 4.1.3 The extent to which processes for planning HR within the council are used depends upon the initiative of individual managers. There is no overall requirement for planning HR needs, beyond the ability to deliver expenditure within the given salary budget.
- 4.1.4 In many cases however, managers do not have a plan for how they will employ staff. This is determined on a reactive, 'when needed' basis, resolving issues of resourcing levels as they emerge, rather than proactively shaping them.

4.2 Handling Changes in Organisational Workload

- 4.2.1 The council has a collective bargaining agreement with trade unions that outlines the process used to deal with issues of redeployment and redundancy (the *Agreement for Redeployment and Redundancy, 1993*). This states that it is the council's policy to avoid the need for compulsory redundancy through (in order):
- Implementing cost control and 'good-housekeeping' measures:
 - Recruitment control
 - Using natural wastage
 - Eliminating the use of agency and temporary staff
 - Reducing non-contractual overtime working
 - Redistributing duties
 - Using Voluntary Redundancy
 - Redeployment
- 4.2.2 A diagrammatic representation of the process is shown in **Figure 1** (below). In order to understand how redeployment works, it is also necessary to examine the processes that precede and lead to it.



4.3 Controlling Cost

- 4.3.1 Successful organisations are founded upon a solid system of cost control. In this respect it is unusual that such a measure should need to be expressly stated in the process for redeployment and redundancy. In successful organisations it is taken as an understood principle that managers should control cost to a minimum at all times, regardless of whether redundancy or redeployment is involved.
- 4.3.2 The two key aspects that are examined here are those of controlling recruitment and the use of temporary staff.

4.4 Controlling Recruitment

- 4.4.1 Prior to advertising vacancies, departments are required to consider the possibility of accommodating their own redeployees within these posts.
- 4.4.2 The Central Redeployment Unit then examines all directly employed permanent and temporary vacancies within the council prior to internal or external advertising. This enables redeployees from other departments on the Central Register to be considered for such vacancies as a priority where a match exists to their skills and experience.

4.5 Engaging Temporary Staff

- 4.5.1 The recruitment control process does not apply to the engagement of temporary staff from agencies. Authority to engage agency staff lies at Chief Officer level. It is for individual budget-holders to determine whether they wish to utilise such staff, within the confines of what they can afford in their payroll budget.
- 4.5.2 Requirements for temporary staff differ across the organisation. Reasons for this include
- Cover for sickness, maternity and secondments
 - Specific short-term projects
 - Short-term fluctuations in workload
 -

exchange for an enhanced consideration from BCC.

4.6.2 The VR process used by the council is tied to early retirement, and is aimed predominantly at the over 50s. The enhanced consideration consists of

- An enhanced redundancy payment, based on the statutory redundancy formula, but with no upper limit on the maximum weekly rate of pay
- Enhanced pension benefits ('added years' of contributions)

4.8 Redeployment on Medical Grounds

4.8.1 Medical redeployment is similar to that for staff at risk of redundancy, with the following differences:

- The need to redeploy is recommended by the Occupational Health advisor
- Reasonable adjustments to the work / workplace have not been possible
- In the case of injuries or accidents at work, the employee may have their earnings protected
- There is a six month time limit (including notice) on medical redeployment
- Occupational Health may be consulted on the suitability of posts offered in cases where there is dubiety over the nature of medical restrictions or the medical capability of the individual (in relation to the post)
- Occupational Health may specify that a medical trial should be conducted to assess suitability (the duration of which is not included in the six month time limit)
- A final case review must be held prior to terminating employment

4.8.2 The issue of how the council manages attendance is entwined within the issue of redeployment. Whilst not all medical redeployees may be currently long-term sick, in those cases that are, were the procedure to be applied correctly, this could reduce the period of time spent awaiting redeployment. Under the revised process for managing attendance, all long-term sickness cases extending beyond 14 weeks should go to a Final Case Hearing to consider

- Further action to assist, further medical diagnosis or a period of rehabilitation
- Whether to refer for ill health retirement
- Whether to terminate employment

This does not however mean that in all cases the result is likely to be termination of employment or ill health retirement. Such action can only be determined on the merits of the individual case.

4.9 Compulsory Redundancy

4.9.1

- The length of time that redeployees may remain on the redeployment list
- Protection of salary and the ability to move people as a result of redeployment
- The issue of added years for Early Retirement and Voluntary Redundancy (this is being dealt with separately by the Director of Finance)

4.10.2 It has been agreed in principle that no one should remain on the

5: Physical Facts

Appendix 3. This shows that

- There were 133 people on the Central Register
- Of these, 74 were medical redeployees
- The average length of time since registration is 282.88 days (40.41 weeks)
- The cost to date of these redeployees was £1.643m

5.2.2 No detail is available on either (i) the average length of time actually taken to redeploy people from the Central Register, or (ii) the length of time prior to registration that these individuals were redeployees within their departments. It is difficult even to estimate whether this would be more or less than the amount of time that people currently on the list have been registered.

5.2.3 Analysing the details available further shows that there were 20 redeployees who have been on the Central Register since before 31 December 2000. Of these, 16 are medical redeployees, of whom four are currently off work due to sickness.

5.2.4 Reasons for the extended length of time for these redeployees include:

- Undertaking secondments, temporary appointments and placements, either currently or previously
- Departmental managers have not conducted case reviews as required
- Problems matching individuals to posts commensurate with their earnings level (this can particularly be the case with Manual grades earning significant amounts of overtime)
- Insufficient evidence of redeployment attempts being made

5.2.5 There were 36 medical redeployees who have been on the Central Register for more than the six-month time limit. Reasons for this include:

- The employee has undertaken trials / secondments or temporary appointments, and further possibilities may exist for redeployment (21 cases)
- The department has not notified the employee that the redeployment process is time-limited, and they are currently occupying a temporary role (4 cases)
- The employee is currently certified sick and unable to attend work (6 cases)
- The current situation is unclear (3 cases)
- The department has not notified the employee that the redeployment process is time-limited to six months (2 cases)

5.2.6 **Table 3** shows the number of cases of centrally registered redeployees that have been resolved since January 2000. This shows that

- There has been a steady increase in the number of centrally registered redeployees over the last two years
- Despite this, over this time 235 people were redeployed to a permanent post
- The cases of 343 centrally registered staff were resolved in total

5.2.7 These cases have been resolved as a combination of work by the CRU and departments, but that belies the fact that there are clear benefits through operating a central system for redeployment.

5.3 Redeployees Within Departments

5.3.1 **Table 4** shows details of redeployees within departments and not held on the Central Register. Details on how the information was compiled is given in **Appendix 3**. This shows that

- There were 30 redeployees held within departments
- Of these, 18 were medical redeployees
- These people have been registered for 193.92 days / 27.70 weeks on average
- The cost to date of these redeployees was estimated at £ 252.7k

5.4 Case Study: Closure of CSO Stores

5.4.1 The CSO stores was closed with effect from 31 March 2002, with the result that 39 members of staff required redeployment. This is examined as a case study of how such issues are handled.

5.4.2 The decision to close the stores was taken in July 2001, and it was at this stage that detailed plans for closure were compiled. The aim was to either redeploy or resolve the situation of the 39 staff displaced through Voluntary Redundancy. Whilst this was the overall aim, it was acknowledged that this might not entirely be possible, and additional provisions were made.

5.4.3 Under the proposal, the wage budget for the CSO Stores disappeared from 31 March 2002. However, it was acknowledged that there might

6: Barriers to Effective Redeployment

6.1 Planning HR Requirements

6.1.1 Without an effective process by which HR requirements are systematically planned across the organisation, there is effectively no cogent overall plan to deliver requirements. Resolving situations requiring redeployment is an issue of ensuring efficiency, which should be an integral part of such a plan.

6.1.2 Establishing HR planning as an integral part of managing people costs effectively means that future requirements for Voluntary Redundancy can be forecast and analysed effectively. The absence of this means that decisions on using such mechanisms to reduce staffing levels are made with a degree of isolation, rather than considering them as part of an overall plan to deliver a required HR level.

6.2 Managerial Information

6.2.1 The degree to which appropriate managerial information on redeployees and temporary staff is maintained within departments varies considerably. Whilst the introduction of HRIS may address a number of issues (including that of consistency), there is a need to establish an effective interim measure for informing managers throughout the organisation of the information that they require.

6.2.2 In particular, the difficulty in obtaining information centrally means that it is difficult to take an overall view of such issues. In an organisation such as the council, which is not horizontally integrated to a high degree, developing an effective vertical flow of consistently collected information is imperative.

6.2.3 The productivity / efficiency cost of redeployment and temporary staff to the organisation is not measured as a matter of course. The concern is that if this issue is not highlighted, this reduces the likelihood that it will be addressed through management action.

6.3 Departmental Link Officers

6.3.1 Departmental approaches to redeployment vary considerably. Some have previously had dedicated, full-time Link Officers. However, current Link Officers are generally Personnel Officers, or other roles for whom redeployment has been added as an additional element of their normal role.

6.3.2 Some time ago, competence objectives for Link Officers were developed by the CRU to provide guidance to departments, and help Link Officers standardise best practices and minimum standards across departments. These objectives however appear not to have been used by departments to support operation of the process.

- 6.3.3 In many cases, the skills audit carried out by some Link Officers is not detailed enough to consider the widest possible spectrum of redeployment opportunities. There may be a training issue in conducting skills audits, or this could be the result of time constraints. Without a detailed description of what an individual can do, it is difficult to fully consider options that may be open to them.

6.4 Departmental Attitudes and Practice

- 6.4.1 All departments do not consistently apply the redeployment procedure across the council. Factors pointing to this are

- Medical redeployees who have not been advised in writing of the six-month time limit on redeployment
- Medical redeployees who have been awaiting redeployment beyond the six-month time limit
- Required reviews not being conducted

This lack of positive action means that resolving the issue can often become more complicated than it need have been in the first place. The total effect is that it cannot be consistently demonstrated that in every case the council has given serious consideration to redeploying these people. Were the council to take action such as dismissal in the future, this could be open to question.

- 6.4.2 Managers within the organisation are not keen to accept redeployees. This is a problem mentioned by everyone spoken to dealing with redeployment. It stems from a perception that all redeployees are on the redeployment list because they lack ability. This stigma leads to resistance from managers because they wish to recruit from elsewhere. Potentially, this can lead to managers

- Finding reasons not to take redeployees
- Not accepting that training gaps are bridgeable
- Stating unreasonable person requirements (such as amending job specifications and qualifications required to make it difficult for redeployees to meet them)

- 6.4.3 Changing the attitude of managers to accepting that redeployees can fulfil their resourcing requirements (even if this means giving a degree of training), is one of the key challenges in managing redeployment. This can only be achieved by

- Demonstrating cases where redeployment and re-training effectively meet resourcing requirements
- Resolving the cases of individuals for whom redeployment has proven problematic, and for whom is ultimately unlikely to be possible
- Ensuring that there is adequate organisational emphasis on resolving the situation of redeployees
- Denying alternative resourcing options to managers who have not thoroughly considered redeployees

6.5 Managerial Accountability

- 6.5.1 Whilst line managers within departments technically retain individual accountability (as the salary budget holder) for redeployees, there is little evidence to suggest that they are actually held accountable for progress with each case. There are no clear performance measures in this area; these should measure areas such as cost, numbers of redeployees, length of time spent awaiting redeployment, and key action points in the process. They should also be designed to encourage managers to carry out their responsibility by ensuring that the process moves forward.
- 6.5.2 There is no formal review process to ensure that projected staff cost savings arising from organisational change are actually achieved. Whilst such a process need not be a formal requirement, there should be a mechanism for evaluating why cost is generated by displacing staff when it is not projected as part of the original proposals.
- 6.5.3 An example of this is the CSO Stores Closure case study (see 5.4). A provision was made for staff costs of £ 87k, ensuring that the scheme was still viable, even in a worst-case scenario. In this case, it is straightforward to determine the point at which the original aims of the scheme may not be achieved, and to take appropriate action to achieve forecast cost outcomes.

6.6 Redeployee Attitudes and Behaviours

- 6.6.1 Some redeployees choose to limit the opportunities that they are prepared to consider in redeployment. Some perceive that BCC has an obligation to find them a similar role to the one they have been displaced from, especially in terms of pay and type of work.
- 6.6.2 Particularly after extended periods of time awaiting redeployment, redeployees can also become demoralised or even suffer stress and sickness absence. This can in part be exacerbated by managerial attitudes to redeployees. Being demoralised does not enhance their chances of being successfully redeployed.

6.7 Temporary Staff, Temporary Appointments and Secondments

- 6.7.1 Chief Officers have a high degree of discretion in the utilisation of temporary staff, especially those engaged from agencies. Whilst to a degree this is necessary to allow urgent requirements for key front-line staff to be resourced, the urgency of requirements should be open to question, particularly in support functions.
- 6.7.2 The situation regarding temporary staff is not monitored closely and consistently across the organisation. Given this, it is impossible for the council to say that these employees are definitely adding value in the most appropriate way. It is also difficult to say that full consideration is being given to appropriate cost control measures and use of temporary staff (as in the current agreement), before a decision is made to redeploy people.

6.7.3 The length of time for which temporary staff are engaged can often be extensive. This brings into question whether the role they are covering is indeed temporary, or whether temporary staffing is being used as a mechanism to resource permanent workload. Resourcing through directly employed people could lead to more opportunities for redeployees.

6.7.4 A number of long-term redeployees have actually undertaken secondments and temporary appointments. In cases where such temporary measures are used, there needs to be a clear and definable outcome to be achieved.

- If there is not such an outcome, then this raises the question of why the action is being taken in the first place
- If the outcome is not achieved, then this should provide an indication why

7: Finding a Way Forward

7.1 Managing Information to Foster Achievement

- 7.1.1 Having correct, accurate and timely information is fundamental to being able to manage any process. In the case of a large organisation such as BCC it is also essential that all areas are reporting and recording information in the same way. The information needs to be available from two perspectives: (i) that of the line managers responsible for acting, and (ii) that of the senior managers who are responsible for ensuring action is happening overall. Clearly, without a significant element of oversight and top-down visibility, processes and achievement will drift away from objectives.
- 7.1.2 Information needs to be directly related to key performance measures, demonstrating whether the organisation is achieving what is important. It is essential in enabling all concerned to understand what is required and how they are performing.
- 7.1.3 Many of BCC's performance targets are formally established by Central Government, and commonly relate to the performance of other local authorities or the Core Cities. However, in establishing measures it is essential to be cognisant of the fact that this is not the only way. Targets need to be
- Taking positive steps towards being the best, not the best of a bad bunch
 - Related to what BCC can afford and requires to deliver a given level

- Target levels of performance should not serve only as a stick with which to beat the department, but also as a carrot to encourage good performance
- Where targets differ between departments, this should still ensure that the overall organisation target is still achieved (i.e. relaxing the target for one department makes the target harder for others)

7.2 Planning and Monitoring HR Needs

7.2.1 Specifically planning and monitoring HR requirements is an essential element in controlling all HR costs. This cannot be done purely by relying upon financial information and reporting. It should provide a 'heads up', prompting action by line managers to achieve the position required by the organisation.

7.2.2 Planning and monitoring HR levels should be in addition to budget monitoring and take account of

- Where are we now? (i.e. how many people do we employ, and in which managerial units / roles?)
- What is going to change during the forthcoming year? (i.e. what workload changes are there, and how many people are forecast to leave / join the organisation?)
- How does this reflect against where we need to be? (i.e. to achieve the required level of payroll spend reduction in operating costs)
- What further action is required? (i.e. recruitment, redeployment, voluntary and compulsory redundancy)

7.2.3 Naturally, such plans evolve over time, and progress against the plan needs to be reviewed periodically. Where emerging circumstances differ from those in the original plan, a revised course of action may be necessary. To manage HR in this way requires the process to be driven from the top of the organisation downwards.

7.3 Controlling Cost

7.3.1 The particular area of cost control examined here revolves around the utilisation of temporary staff. This is not considered a direct issue of cost, since to find the resources to pay for temporary staff, departments must do this from within their existing budgets.

7.3.2

services if this person is not engaged?"

7.3.4 Such an appraisal drives the authorisation process, and should encompass

- The need to cover the work
- The cost of covering
- Alternative cost methods considered
- The duration that cover is required for

7.3.5 Until a consistent control process is in place across all departments to ensure this, then the council could not be said to be meeting the requirements of the *Agreement for Redeployment and Redundancy*. This could cause further complications were dismissals to occur and be challenged.

7.3.6 The information available regarding temporary staff in compiling this report is accepted as being limited. The scope of the issue also extends beyond how it touches upon redeployment. Consequently a more detailed examination of this in the future may be an appropriate exercise.

7.4 Operating Redeployment Processes Effectively

7.4.1 The processes in place for redeployment within the council are broadly sensible and robust. In terms of procedural issues, the points that need to be addressed are

- The lack of a defined timescale attached to redeployees At Risk
- Consideration of Voluntary Redundancy prior to seeking to redeploy
- A distinction being drawn between redeployees within departments and on the Central Register
- A lack of definition on how secondments and temporary appointments for redeployees should work

7.4.2 How the process is operated is one of the major problems, with inconsistent managerial action across departments and the lack of a central catalyst for action.

7.4.3 Resolving the situation of redeployees who have been awaiting redeployment for an excessive period of time is a clear priority for departments. With 36 medical redeployees beyond the six-month time limit, and four at risk staff registered since before January 2001, these are clearly unacceptable periods of time.

7.4.4 Centralising all redeployment is an issue that has been discussed previously, but never actually implemented. This would bring the benefits of

- Consistent handling of processes
- Greater central control and drive on redeployment and managerial action with redeployees
- Specialised skills used in redeployment to be utilised
- The widest possible range of options to be considered for redeployees

- 7.4.5 It is important that any move to centralise redeployment does not take away all responsibility from departmental line managers to resolve the case of redeployees. There needs to be
- A mechanism whereby a lack of action or progress by line managers is challenged
 - Accountability for achieving performance measures for all concerned
- 7.4.6 Centralising all redeployment would result in an increase in workload in the CRU, with a corresponding decrease in departments. Resourcing this needs to be examined and agreed appropriately. Departments already pay for the current costs of the CRU by means of the Personnel Services Recharge and the salary and costs of redeployees. To give incentive for achievement to departments, they should, on the basis of use (i.e. the number of redeployees), meet the additional costs incurred in the CRU.
- 7.4.7 Effective redeployment relies upon consideration of all options to avoid redundancy. The solution to this is not wholly internal to BCC, and the council needs to be able to consider how redeployees can be equipped with skills to enable them to work outside the council. For external organisations, this offers the opportunity to reduce their recruitment and training costs, whilst for BCC this helps solve the redeployment problem. Such methods have already been used with great success in the private sector (for example by Rover and British Coal), and need to be pursued by the council. Given that the council already works with (and in some

- against – so they are aware of what is expected of them
- Specific review dates to give feedback and measure progress

7.5 The Role of Redundancy

Appendix 1: A summary of redeployment processes

This appendix is a summary of the processes of redeployment in place within the Council. The full processes are accessible via the *Lotus Notes* database, *BCC Personnel Handbook*.

A1.1 Redeployment – Staff at risk of redundancy

A1.1.1 Redeployment is necessitated by two driving causes:

- Being displaced as a result of re-organisation ('At Risk' of redundancy)
- Becoming medically unsuitable to perform the duties of the post

A1.1.2 The *Agreement for Redeployment and Redundancy (1993)* covers the

- Meets at least 70% of the criteria on the person specification
- Has the same grade as the post

Interview is not normally required where there is a reasonable match, unless there is more than one redeployee being considered for the post.

- A1.1.10 The individual will be appointed to the post unless it can be clearly demonstrated that the job is unsuitable for the employee. If there is disagreement between the selecting manager and the redeployee's representative, the matter is referred to the CRU and Chief Personnel Officer ultimately.
- A1.1.11 The Chief Personnel Officer has the power to direct departments to place redeployees into specific roles. Chief Officers also have this power within their departments. This power can be used where there is a suitable match, and either the employee or the recruiting manager is frustrating the process.
- A1.1.12 Where an employee is offered suitable alternative employment and declines, their employment may be terminated and they lose their right to a redundancy payment.
- A1.1.13 Employees may also choose to accept work that is not defined as suitable alternative employment, in the interest of securing a permanent post. If this involves a reduction in salary, the redeployee will have their salary protected for a period of six months. During this period, they will remain on the redeployment register as 'Protected', and still are assisted in seeking alternative roles at their own grade.
- A1.1.14 Trial periods may be agreed where there are doubts on suitability due to a bridgeable skills gap, or where someone is moving to a new area of work.
- A1.1.15 Best practice is that prior to terminating employment, a final case review meeting should be held, to review how the case has been conducted, and ensure that this is fair, prior to taking a decision to dismiss. Where the employee declines an offer, a review meeting is also held before the decision to dismiss is taken.

A1.2 Medical redeployment

- A1.2.1 Medical redeployment is similar to that for staff at risk of redundancy, with the following differences:
- The need to redeploy is recommended by the Occupational Health advisor
 - Reasonable adjustments to the work / workplace have not been possible
 - In the case of injuries or accidents at work, the employee may have their earnings protected
 - There is a six month time limit (including notice) on medical redeployment
 - Occupational Health may be consulted on the suitability of posts

offered in cases where there is dubiety over the nature of medical restrictions or the medical capability of the individual (in relation to the post)

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Appendix 2: Collation of information on Temporary Staff

A2.1 Temporary Staff

A2.1.1 The information contained within Table 1.1 and Table 1.2 was collated from information requested from Departmental Personnel Officers (DPOs). This is the only means of obtaining such information.

A2.1.2 DPOs were asked to provide details of

- Temporary staff used within their department for week ending 30 March 2002
- Whether these were agency or directly employed staff
- The start and end date of their employment
- The hours employed and an indication of the cost for this (either at best actual cost, or a grade upon which a midpoint cost could be estimated)
- Details of the reason for and consequence of not engaging the person
-

beyond total costs for year to date.

- In the case of 64 people, neither a reason nor a consequence was given.

A2.3.2 Most departments were unable to provide the information within the three-week timescale specified. The inference drawn from this is that this

Appendix 3: Collation of information on Redeployees

A3.1 Redeployees on the Central Register

A3.1.1 The information contained within Table 2 was collated from information maintained by the Central Redeployment Unit (CRU). This information is maintained from information provided about action taken by departments to the CRU, as well as including action taken by the staff within the CRU.

A3.2 Basis for Cost Estimations

A3.2.1 Where information on Spinal Column Point was available, this was used. Where it was not, the estimate is based upon the current midpoint of the grade banding of the person. The calculation of annual salary cost is based on this annual amount.

A3.2.2 Estimated cost is calculated from the date of registration on the central register. This estimation is intended to give an indication of the salary cost occupied by redeployees.

A3.2.3 The calculation is based on

- The higher of known earnings, salary midpoint or average protected earnings
- Divided by 52.17 (the number of weeks in a year)
- Multiplied by the number of weeks since registration (i.e. days since registration divided by 7)
- Multiplied by the full time equivalent to reflect part-time staff

A3.2.4 Variance to actual cost may occur where

- The redeployee was held within their department for a period of time before central registration (the cost will be **greater**).
- The redeployee was registered centrally prior to their job role ceasing to aid with redeployment (the cost will be **less**). This is not generally considered to be a regular occurrence.
- Medical redeployees are off sick and in receipt of half pay (**less**). However, if they are at work in another capacity, they still get full pay.
- Redeployees (At Risk) have a protected salary and are undertaking work of a lower grade. During this time, the additional cost is the difference between their substantive grade and the grade of the job. This element is however thought to be small.

A3.2.5 The cost estimation does not include the operational costs of the CRU:

- Wages and materials
- Officer time within departments
- Re-training
- Medical assessments
- Workplace assessments

A3.3 Redeployees within Departments

A3.3.1 The information contained within Table x was collated from information requested from Departmental Personnel Officers (DPOs). This is the only means of obtaining such information.

A3.3.2 DPOs were asked to provide details of

- Redeployees within their department not on the Central Register
- Why the individual is being redeployed
- The date on which they were displaced
- The current situation with the person (i.e. whether they are covering another post, at home sick, and so forth)
- The current action being taken to resolve the case
- Grade and salary

A3.3.3 Calculations of cost were on the same basis as that for redeployees on the Central Register (see A3.2.3-4 above). The only difference is that in the one case where duration of displacement could not be provided, this was assumed to be the average of other redeployees within departments.