

### **Appointments to Lancashire County Council's new structure**

#### **Our philosophy**

We will adopt as open a recruitment process as is practically possible to ensure that we appoint the best person for the job. In ideal circumstances this would mean that all jobs would be open to applications from the entire workforce. Given that this is likely to involve some 10,000 employees and we only have until April 2016 to achieve the transformation, this would not be a practical way forward. We have therefore developed some principles which will embody the principle of open recruitment, balanced against the need to maintain council services and employee's interests.

Given the timescale of the change and the desire for fairness during this process, we will be allowing each member of staff the opportunity to apply for a maximum of three roles up to April 2016. If colleagues proved unsuccessful in their three applications during this period, they may be able to apply again after April 2016 depending on the number of positions available.

The principles set out in this document are based on the voluntary severance package agreed by the council's cabinet in January 2014.

We are committed to reducing employee numbers on a voluntary basis. Therefore, subject to a sufficient number of volunteers coming forward by 31<sup>st</sup> March 2016, it is proposed that no employee will be made compulsory redundant during this period.

This will mean that if employees find themselves without a post prior to April 2016, they will remain subject to redeployment during this period until March 2016.

It is expected that it will take until March 2016 to make all appointments to the new establishment.

Whilst it is not possible to give assurance with respect to employment after 31<sup>st</sup> March 2016, the approach agreed by the council's cabinet provides employees with a degree of security and clarity within which employees can make their plans and is fair to all.

#### **Designing the new structure**

In order to create a new structure for the organisation we need to appoint to posts in different phases over the next two years. The first phase of recruitment will be looking at the structure of the organisation for grade 11 and above. Our target is to have the management structure of the council in place by April 2015.

Once these positions are appointed to, the structure of the organisation grade 10 and below will be looked at. Our target is to commence the consultation on this second phase of our organisation in May/June 2015. The completion of these two phases of the process will take us to April 2016 and you will hear it described as Stage One. Once all applications for posts within a ring fence (ring fences are referred to below) have been considered and appointment decisions made, then

Stage Two will commence. The focus of this Second Stage will be to redeploy employees who have not been successful in gaining a post into any remaining vacant posts.

The new structure will be designed using [generic role profiles](#). Profiles already exist up to Grade 12 and are used throughout the council as the basis for recruitment to the majority of posts. We have developed new profiles, which have been subject to equal pay evaluation, for roles above Grade 12, enabling the entire structure to be designed on this basis.

Wherever possible we will develop person specifications based on these generic role profiles. We will only add requirements for specialist qualifications, skills and experience where these are essential to the role. This will ensure that all posts within the council are remunerated on a fair and equal basis and that, for many employees, comparisons with existing structures and roles will not be relevant.

All posts within the new structure will be established on Lancashire County Council Terms and Conditions.

The pay level of the employee at the time that the structure is approved will determine their eligibility for inclusion in a ring fence unless an employee elects to be included in a ringfence based on the pay of their substantive grade. This will provide an opportunity to those employees who have taken on new roles pending the implementation of the new structure, often to facilitate voluntary redundancies and cost savings

We will develop a structure which is as flexible as possible, recognising that our new and smaller organisation will require employees to work across a broader range of services and for us to be able to adapt quickly to the priorities of the communities and people that we serve.

### **Ring-fencing jobs**

Some jobs will need to be ring fenced to help us provide business continuity as well as ensuring we have the right expertise in areas of niche expertise. We also want to offer new opportunities to as many colleagues as possible but our ultimate aim is to find the best person for the job.

To help us manage the restructure in a coherent way we will be setting up three types of ring-fenced jobs; open, closed and continuity.

### ***Open ring-fences***

We will implement an 'open' ring-fence to jobs where the skills of a role could be transferable and we will appoint through a competitive interview process offering opportunities across the organisation, where possible. This will help ensure that we appoint the best person for the job. Posts within an open ring-fence will be open to

- any employee that is not included within a closed ring-fence or a continuity ring-fence (see explanations below).

- employees who choose to apply for posts at up to two grades higher than the grade band at which they are currently paid, at the same grade, or one grade below.
- any employee that elects to be included in a ringfence based on the pay of their substantive/comparable grade. This means that employees may elect to apply for posts at up to two grades higher than the grade band of their substantive post, at the same grade, or one grade below.

Where there are no posts available to apply for at the grade immediately below, employees will be able to apply for posts within the next available grade.

Employees within an open ring-fence will be eligible to apply for up to three posts within the open ring-fence. They will not be able to use one of their three application options as part of any of the other ring fenced options.

Employees who are not successful in gaining a post may be able to apply for any post remaining vacant when Stage One has been completed (see stages and timescales below). The focus of this Second Stage will be to redeploy employees who have not been successful in gaining a post into any remaining vacant posts.

### ***Closed ring-fences***

In some areas we will have more people than posts and a need to maintain key skills and experience in maintaining the council's service areas. To achieve this it will sometimes be necessary to define a closed ring-fence set of posts for certain service areas and grades.

For closed ring-fences a schedule of posts and eligible employees will be identified. The schedule will define the eligible grade ranges for applicants within the ring-fence.

Posts within a closed ring-fence will only be open to those employees identified on the relevant closed ring-fence schedule. For those employees who have been identified on the closed ring-fence schedule, they will have up to three opportunities to apply for a position within the closed ring-fenced roles. They will not be able to use one of their three application options as part of any of the other ring fenced options.

Employees identified on a closed ring-fence schedule may request to be excluded from the schedule and included within an open ring-fence. Agreement to such requests will be at the council's discretion and would take in to account the numbers of employees within the open ring-fence and business need.

Employees who are not successful in gaining a post within the structure may be able to apply for post remaining vacant when Stage One has been completed (see stages and timescales below). The focus of this Second Stage will be to redeploy employees who have not been successful in gaining a post into any remaining vacant posts.

## ***Continuity Ring-Fences***

In some areas of the council's services it may be that there is little or no change in the numbers and grades of posts within the new structure. In these cases it may be necessary to define a continuity ring-fence set of posts for certain service areas and grades.

For continuity ring-fences a schedule of posts and eligible employees will be identified.

Posts within a continuity ring-fence will only be open to those employees identified on the relevant continuity ring-fence schedule.

Eligible employees will be confirmed in post within the new structure without having to make an application for the post.

Identified employees will not be able to seek exclusion from the continuity ring-fence.

### **Applying ring-fencing to posts at Grade 11 and above**

The Grade 11 and above management structure will consist mainly of an open ring-fence and that posts will be filled through a competitive interview process.

As the management structure will be appointed first, employees at Grade 9 and 10 will have the opportunity to apply for posts within both the management structure and the Grade 10 and below structure. The ring-fence for Grades 9 and 10 will not have been established at that point so we expect that all Grade 9 and 10 employees will be eligible.

To maintain fairness, any applications by post-holders at Grade 9 and 10 to the management structure will count against their 3 applications in Stage One. The same principle will apply to Grade 11 post-holders that subsequently apply for Grade 10 posts.

### **Applying ring-fencing to posts at Grade 10 and below**

The broad range of services provided by the council means that we will need to adopt a variety of approaches to ring-fencing of posts at Grade 10 and below. Where possible we will adopt an open ring-fence approach but this will be balanced against the need to maintain service delivery.

In areas where we are reducing employee numbers but need to maintain key skills and experience we may need to adopt a closed ring-fence approach to ensure that we retain sufficient skills and experience to deliver the service.

In other areas it is possible that there will be little change in the numbers and grades of post in the new structure and we may adopt a continuity ring-fence approach. This is likely to be in some key front-line services where the council continues to prioritise the current level of service.

## **Recruiting to the new structure**

Our main priority is to ensure that we appoint the best person for the job. To help us achieve this we will have a three stage recruitment process.

- Stage One: Will involve all eligible employees being included within one of three types of ring-fence and having the opportunity to apply for posts, or in some circumstances be confirmed in post.
- Stage Two: Will be limited to any employee without a job after Stage One has been completed. We will help these employees find opportunities through redeployment and retraining.
- Stage Three: Any remaining vacant posts will be advertised internally and where appropriate externally.

## **Who is eligible to be considered in the restructure?**

With a few exceptions, all our employees are eligible to be considered. This includes

- Employees who have transferred into the council under TUPE regulations, or the principles of TUPE. They will be expected to apply for posts based on the comparable grade. We will establish the comparable grade as part of the restructure process.
- Graduates and apprentices on training contracts unless covered by the exceptions below.

The exceptions are:

- Employees on fixed term contracts will only be included within Stage One of the recruitment process if they have 12 months continuous service with the County Council at 31 March 2015 for posts within the grade 11 and above structure and 31 March 2016 for posts within the grade 10 and below structure.
- Agency and casual workers will not be included within Stage One and Stage Two of the recruitment process.

In the design of the new structure we will seek to avoid the use of temporary posts where possible, maximising the opportunity for permanent employment for eligible employees.

Our intention remains to achieve the reductions that are required in our workforce by voluntary redundancy as far as possible. This means that employees who are unsuccessful at Stage One, and do not wish to apply for voluntary redundancy, may be able to continue working at their current Grade to deliver services as part of the transition to the new council structure. At the end of Stage One they will be eligible to apply for any post which remains vacant at that time.

## **Timescales**

The remaining key milestones for the restructure are expected to be:

<b>Date</b>	<b>Milestone</b>
September 2014	Review of response to consultation
October 2014	Sign off by elected members
October 2014	Begin recruitment to new Grade 11 and above structure
April 2015	Recruitment to Grade 11 and above structure complete
April 2015	Begin to produce draft structures for Grade 10 and below
May/June 2015	Consult on the Grade 10 and below structure
17 June 2015	Management Team consider consultation feedback
July 2015	Finalise structure and principles of appointment
September 2015	Begin recruitment to new structure for Grade 10 and below
April 2016	Restructure complete.