

Public Document Pack



TRAFFORD COUNCIL

AGENDA PAPERS FOR EMPLOYMENT COMMITTEE

Date: Wednesday, 19 February 2014

Time: 5.30 pm

Place: Thomas De Trafford Conference Room (B),
1st Floor, Trafford Town Hall,
Talbot Road, Stretford, M32 0YT

| A G E N D A | PART I | Pages |
|---|---------------|--------------|
| 1. ATTENDANCES | | |
| To note attendances, including Officers and any apologies for absence. | | |
| 2. MINUTES | | |
| To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 2 December 2013. | | |
| | | 1 - 4 |
| 3. TRAFFORD COUNCIL'S PAY POLICY STATEMENT FOR 2014/15 | | |
| To consider a report of the Director of Human Resources. | | |
| | | 5 - 12 |
| 4. OUTCOME OF THE BUDGET CONSULTATION 2014/15 - STAFFING IMPACT | | |
| To note a report of the Director of Human Resources. | | |
| | | 13 - 26 |
| 5. URGENT BUSINESS (IF ANY) | | |
| Any other item or items which, by reason of special circumstances (to be specified), the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency. | | |

6. EXCLUSION RESOLUTION

Motion (Which may be amended as Members think fit):

That the public be excluded from this meeting during consideration of the remaining items on the agenda, because of the likelihood of disclosure of "exempt information" which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A (as amended) and specified on the agenda item or report relating to each such item respectively.

PART II

7. PROPOSED HONORARIA FOR THE CORPORATE DIRECTOR ECONOMIC GROWTH AND PROSPERITY

To consider a report of the Chief Executive.

Para. 1

To Follow

THERESA GRANT

Chief Executive

Membership of the Committee

Councillors B. Rigby (Chairman), Mrs. P. Dixon (Vice-Chairman), J. Bennett, Mrs. L. Cooke, C. Hynes, J. Lamb and A. Western.

Further Information

For help, advice and information about this meeting please contact:

Ian Cockill, Democratic Services Officer

Tel: 0161 912 1387

Email: ian.cockill@trafford.gov.uk

This agenda was issued on **Tuesday, 11 February 2014** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

EMPLOYMENT COMMITTEE

2 DECEMBER 2013

PRESENT

Councillor B. Rigby (in the Chair).

Councillors Mrs. P. Dixon (Vice-Chairman), J. Bennett, C. Hynes, J. Lamb, B. Sharp and A. Western.

In attendance

Chief Executive (Ms. T. Grant),

Corporate Director Transformation and Resources (Mrs. W. Marston),

Director of Finance (Mr. I. Duncan),

Director of Human Resources (Ms. J. Hyde),

Director of Legal and Democratic Services (Ms. J. Le Fevre),

Head of Human Resources Business Partnering (Ms. D. Lucas),

Head of Workforce and Core Strategy (Ms. L. Hooley),

Democratic Services Officer (Mr. I. Cockill).

10. ATTENDANCES

The Chairman welcomed Councillor Sharp to his first meeting of the Committee following his appointment as a replacement for Councillor Mrs. Cooke.

11. MINUTES

That the Minutes of the meeting held on 18 September 2013, be approved as a correct record and signed by the Chairman.

12. APPRENTICESHIP SCHEME OVERVIEW

RESOLVED: That this matter be deferred until the next meeting of the Committee.

13. PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS

The Committee received a report of the Chief Executive which provided an update on the outcome of the statutory consultation that had taken place in relation to proposed changes to staff terms and conditions. The report also set out a proposed position going forward, taking into account the feedback received from staff and trade unions and a process and timeline for achieving the change to staff terms and conditions.

The Chief Executive summarised the revised package of proposals set out in this report for Members' consideration and advised that the indicative level of savings on the Council's revenue budget from the revised package of proposals was in the region of £1.9 million.

Members of the Committee discussed the revised package of proposals and the Director of Human Resources responded to comments regarding the finalisation of

Employment Committee
2 December 2013

the Critical Car User Scheme assessment process, the willingness of staff to sign up to the proposals and the termination and reengagement process for those staff that do not voluntarily agree to change their terms and conditions. The Committee noted the provision to extend the payment of sick pay beyond the contractual entitlement in exceptional circumstances would remain and sought to monitor its application.

RESOLVED –

- (1) That the feedback from the formal consultation process be noted.
- (2) That the Employment Committee approves the adoption of a revised package of changes to staff terms and conditions, as set out below, for implementation with effect from 1st April 2014:
 - Withdrawal of the Essential Car User Scheme for all staff and introduction of a Critical Car User Scheme, with a revised assessment criteria and reduced lump sum allowance of £423 per annum;
 - Introduction of a uniform mileage rate based on the HMRC rate (currently 45p per mile);
 - Reduction in the sick pay scheme to a maximum of 3 months full pay and 3 months half pay;
 - Introduction of a mandatory 3 days unpaid leave for a temporary period of 2 years;
 - Introduction of a Trafford “Living Wage” of £7.20 for the lowest paid staff;
 - Reduction in the rate of pay for non-contractual overtime to plain time; and
 - Removal of the relocation allowance for enforced moves within the borough (Appendix E payments).
- (3) That the Committee receive a quarterly report on exemptions to the Sick Pay Scheme agreed by the Chief Executive, in consultation with the Director of Finance and the Director of Human Resources.

14. CHRISTMAS CLOSURE ARRANGEMENTS

The Director of Human Resources provided an oral update on the closure of the Council’s main administrative buildings from 3.00 p.m. on 24 December to 1 January 2014, inclusive and advised which services would be exempt.

Employment Committee
2 December 2013

During the closure, critical Children and Adults services would be relocated to Sale Waterside, Altrincham and Urmston Libraries would remain open, as would the Registrar's Office at Sale Town Hall.

The Director of Human Resources was ensuring that all critical services could be accommodated at Sale Waterside with access to critical information, before confirming the arrangements.

RESOLVED: That the update be noted.

The meeting commenced at 5.00 p.m. and finished at 5.30 p.m.

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 19th February 2014
Report for: Decision
Report of: Director of HR

Report Title

Trafford Council's pay policy statement for 2014/15.

Summary

To provide Members with information relating to Trafford's pay policy for 2014/15 in line with the requirements for the Localism Act 2011.

Recommendation(s)

To note and approve the 2014/15 Pay Policy statement as set out in the attached report and recommend it and any amendments for approval at full Council.

Contact person for access to background papers and further information:

Name: Joanne Hyde
Extension: 1586

Background Papers:

The Code of Recommended Practice for Local Authorities - Department for Communities and Local Government

Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 - Department for Communities and Local Government

Local Authorities (data transparency) code 2013

| | |
|---|---|
| Relationship to Policy Framework/Corporate Priorities | The report information ensures that we fulfil our statutory obligations to report on how we remunerate our senior management employees fairly and equitably so that they continue to provide excellence services to our customers whilst demonstrating value for money. |
| Financial | The report information ensures that we comply with financial regulations in respect of data transparency and accounts and audit regulations. |
| Legal Implications: | Compliance with all relevant employment legislation is a critical and a key component of this strategy to ensure that our legal governance structure is robust and can defend employment claims should the need arise. |
| Equality/Diversity Implications | The pay policy will ensure that we remunerate our employees fairly and with due respect to all equality policies and strategies. |
| Sustainability Implications | Not applicable |
| Staffing/E-Government/Asset Management Implications | Not applicable |
| Risk Management Implications | Not applicable |
| Health & Wellbeing Implications | Not applicable |
| Health and Safety Implications | Not applicable |

1.0 Background

The Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. This year's policy statement has been revised to take into account the introduction of the Trafford Living Wage, removal of the Chief Officer car allowance scheme, our approach to trade union recognition and collective bargaining and a link to an organisational chart showing the top three levels in the Council with salary ranges.

In summary, the Pay Policy Statement identifies:

- ∇ The method by which salaries and severance payment are determined;
- ∇ The detail and level of remuneration of the Council's most senior managers i.e. Chief Executive, Corporate Management Team, Service Directors
- ∇ The committee responsible for ensuring that the Pay Policy Statement is applied consistently, the Employment Committee, which has delegated powers in relation to senior manager employment;
- ∇ The detail and level of remuneration for the lowest level of post/employee;
- ∇ The ratio of pay of the top earner and that of the median earner.

2.0 Recommendation

It is recommended that Employment Committee reviews the content of the Pay Policy Statement for 2014 and recommends it and any amendments for approval at Full Council.

TRAFFORD PAY POLICY STATEMENT 2014/15

1.1 Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as the authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.

1.2 The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding teaching staff working in local authority schools) by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘Chief Officers’, as defined by the relevant legislation;
- the Employment Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to Full Council.

1.3 Once approved by Full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis.

2.0 Legislation relevant to pay and remuneration

2.1.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. The Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of NJC and Hay job evaluation mechanisms, which directly establish the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

2.2 Accountability and Decision Making

2.2.1 In accordance with the Constitution of the Council, the Employment Committee is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

2.2.2 With effect from 1 April 2012 decisions relating to salary packages for new posts above £100k are subject to full Council approval. In addition with effect from 1 April 2013 any severance arrangements agreed in line with the relevant policies that exceed £100k are subject to full Council approval.

2.3 Pay Structure

2.3.1 The Council uses the nationally negotiated pay spine(s) (i.e. a defined list of salary points) as the basis for its local pay structure, which determines the salaries of the large majority of its (non-teaching) workforce together with the use of locally determined rates where these do not apply.

2.3.2 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.

2.3.3 In determining its grading structure and setting remuneration levels for any posts which fall outside its scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

2.3.4 New appointments will normally be made at the minimum of the relevant pay scale for the grade, although from time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using data sources available from within the local government sector and outside, as appropriate.

2.3.5 To meet specific operational requirements it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration relating to temporary additional duties are set out in the Act-up and Additional Payments Policy.

2.3.6 Any temporary supplement to the salary scale for the grade is approved in accordance with the Council's Market Rates Supplement Policy.

2.3.7 An organisation chart covering staff in the top three levels of the organisation provides information on the senior salary pay structure for the Council.

2.4 Senior Management Remuneration

2.4.1 For the purposes of this statement, senior management means 'Chief Officers' as defined within the Localism Act. The posts falling within the statutory definition are set out in the data published for the Code of Recommended Practice for Local Authorities on Data Transparency and Accounts and Audit (England) Regulations.

2.4.2 The Chief Executive and Chief Officers receive minimal additions to salary. These include Returning Officer fees for local and other elections as they arise from time to time.

2.4.3 The Chief Officer car allowance scheme has been deleted as part of the 2014/15 budget proposals with effect from 1 April 2014 along with the general essential car user scheme and replaced by a critical user scheme. The Chief Executive or any Chief Officer will not qualify to access the new arrangements.

2.4.4 We will continue to consider how we can introduce more transparent performance arrangements at a senior management level. Salary progression within

the range is linked to attainment of pre-determined objectives and targets as set out in the Performance Development Review process.

2.5 Recruitment of Chief Officers

2.5.1 The Council's policy and procedures with regard to recruitment of Chief Officers is set out within the Council constitution Part 4 Officer Employment procedure rules.

2.5.2 When recruiting to all posts the Council will take full and proper account of all provisions of relevant employment law and its own Equality, Recruitment and Redeployment Policies as approved by Council.

2.5.3 The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with relevant job evaluation methodology, market factors and recruitment policies in place at the time. For new posts, with recommended salary packages in excess of £100k, approval of Full Council is required.

2.5.4 Where the Council is unable to recruit Chief Officer posts, or there is a need for interim support to provide cover for a substantive Chief Officer post, the Council will, where necessary, consider engaging individuals under a 'contract for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits, from competition, in securing the relevant service.

2.5.5 In assessing such it should be noted that in respect of such engagements the Council is not required to make either pension or national insurance contributions for such individuals.

2.5.6 The Council has had three interim appointments in place at Chief Officer level, in 2013/14. Two were assignments for the currently vacant Commercial Director post and linked to time limited and specialist skills requirements to support the Council to re-design services with a commercial orientation.

The third assignment is a Director of Procurement for STaR, the new shared procurement service collaboration across Trafford, Stockport and Rochdale hosted by Trafford.

2.5.7 Due to the specialist nature of the skills set needed in these roles and linked to the time limited development of the council's new organisational model, we have engaged individuals on an interim basis through the procurement process described in para 2.5.4 above.

2.6 Pension Contributions

2.6.1 Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee. The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded.

The current rate is set at 17.9% and any revisions will be included prior to the publication of the pay policy statement for 2014.

2.7 Payments on Termination

2.7.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 [and if appropriate] Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

2.7.2 Any payments falling outside of these provisions or the relevant periods of notice within the contract of employment shall be subject to a formal decision made by the Employment Committee.

2.7.3 Payments on termination in relation to the policy set out above that exceed £100k are subject to approval of Full Council with effect from 1 April 2013.

2.8 Re-employment / Re-engagement of former Chief Officers

2.8.1 The Organisational Change Policy sets out the arrangements and restrictions by which Chief Officers are re-employed or re-engaged on a contract for services following termination of employment.

2.9 Lowest Paid Employees

2.9.1 The lowest paid employee employed under a contract of employment with the Council is employed on full time [36.25 hours] equivalent salaries in accordance with the minimum spinal column point (scp) currently in use within the Council's grading structure.

2.9.2 As at 1st April 2014, the lowest entry level spinal column point is equivalent to £12,614 per annum and this will be supplemented to meet a Trafford Living Wage of £7.20 per hour. We track the current national and local initiatives regarding low paid staff, benchmarking with our regional counterparts to ensure pay parity.

2.9.3 The Council employs Apprentices who are not considered within the definition of 'lowest paid employees' as they are employed under the national minimum Apprentice wage rates.

2.9.4 The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

2.9.5 The current pay levels within the Council define the multiple between the median (average) full time equivalent earnings and the Chief Executive as 1:8.3 and; between the lowest paid employee and average Chief Officer as 1:7.8.

2.9.6 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmarking information as appropriate. In addition, upon the annual review of this statement, it will also monitor any changes in the relevant 'pay multiples' and benchmark against other comparable Local Authorities.

3.0 Trade Unions

3.1 The Council recognises two unions – UNISON, GMB, for collective bargaining purposes and there are currently two full time (UNISON) officials in employment. However, at the time of this report this position is currently under review.

4.0 Publication

4.1 Upon approval by the Full Council, this statement will be published on the Council's Website.

This page is intentionally left blank

TRAFFORD COUNCIL

Report to: Employment Committee
Date: 19th February 2014
Report for: Information
Report author: Joanne Hyde, Director of HR

Report Title

Outcome of the Budget Consultation 2014/15 – Staffing Impact

Purpose of Report

To provide an over view of the Budget Consultation 2014/15 process and the outcomes of the staff consultation, including how proposals have changed as a result of consultation.

Recommendations

1. That Employment Committee note the full consultation process that has been undertaken with staff in relation to the 14/15 budget proposals.
2. That Employment Committee note that staff debriefings relating to the proposals will be undertaken on 20th February 2014 to confirm the outcome of Council's decisions relating to the budget.

Contact person for access to background papers and further information:

Name: Joanne Hyde
Extension: x1586

Finance Officer Clearance (type in initials).....ID.....
Legal Officer Clearance (type in initials).....JLF.....

CORPORATE DIRECTOR'S SIGNATURE



(electronic).....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Implications:

| | |
|---|---|
| Relationship to Policy Framework/Corporate Priorities | Value for Money. The budget proposals for 2014/15 support all key priorities and policies. |
| Financial | The proposals are part of the overall proposed budget for 2014/15, distributing available resource across service objective heads as detailed in the main budget report. |
| Legal Implications: | It is a statutory requirement for the Council to set and approve a balanced, robust budget and council tax level. Budget proposals take account of various legislative changes as they affect Council services. The Council has undertaken the relevant statutory processes associated with the effect of the proposed budget on the workforce. |
| Equality/Diversity Implications | Equality impact assessments supporting the budget proposals are being carried out as appropriate. |
| Sustainability Implications | None arising out of this report. |
| Staffing/E-Government/Asset Management Implications | Human Resources – statutory processes have been undertaken and the impact on staffing is being managed through managing change processes. |

1. Background

- 1.1 In October 2012, the Council released detailed budget proposals for the period 2013-2015 and these were supplemented by the launch of the Vision 2015 document. The aim of this approach was to support residents and other stakeholders to understand how the proposals may affect them in the short and medium term.
- 1.2 Due to a shortfall in savings for 2014/15, additional proposals were developed. These additional proposals have been the subject of a formal consultation process, which has now concluded.

- 1.3 Given the potential impact of the proposals on the workforce, the consultation process included a statutory 30 day collective consultation with the recognised trade unions. This statutory consultation with trade unions commenced on 7th November 2013 and was marked by the issue of a formal S.188 notice.
- 1.4 The consultation process was managed by the same cross Council steering group which managed the consultation process for 2013/14.
- 1.5 The collective consultation ended on 8th January 2014 and this report outlines the approach taken to the consultation, the outcome of the consultation and how the consultation has shaped the budget proposals, specifically the impact on the workforce.

2. **Approach to Staff Consultation**

- 2.1 The budget proposals anticipated an original impact of 89.05 FTE posts, representing a collective headcount reduction in the region of 64 staff; this required the Council to issue the recognised trade unions with a S.188 notice to enter into a minimum statutory consultation period of 30 days. This period of collective consultation commenced on 7th November 2013 and ended on 8th January 2014.
- 2.2 The purpose of the consultation process was to:
 - consult with staff and trade unions about the detailed proposals and the proposed implementation strategy;
 - listen to and consider comments and suggestions from staff and trade unions about the proposals;
 - consider any alternatives put forward to meet the identified objectives;
 - minimise the need for redundancies.
- 2.3 During the consultation process, consultation with staff and trade unions was undertaken by a variety of means. This included:
 - an initial briefing with staff and trade unions on the general budget proposals;
 - fortnightly corporate meetings with senior management and trade union officials;
 - service/team level meetings with staff and trade union officials, with the facility for staff and trade unions to provide verbal, written and electronic feedback on service specific proposals;

- individual meetings with affected staff and a relevant trade union/ representative (where appropriate), with the facility for staff to provide verbal, written and electronic feedback on the proposals.

2.4 During the consultation process, in order to mitigate the need for compulsory redundancies, staff in “at risk” areas were offered the option of applying for early release on the grounds of redundancy or early retirement. In addition, staff in “at risk” areas were also given support to be redeployed into suitable alternative vacancies.

3. **Equality Impact Assessments**

3.1 An Equality Impact Assessment (EIA) was undertaken for each budget proposal where initial screening identified a potential impact on staff. The EIAs are live documents, running alongside the consultation. This has meant that staff and trade union views were able to be taken into account and mitigating factors put in place where required.

3.2 In order to satisfy the Public Sector Equality Duty, members are required to consider the extent to which the proposals will impact on any persons with protected characteristics and in the event that any such impacts are identified, the extent to which these can be mitigated against. The EIA does not identify any significant impact on persons with protected characteristics. Mitigation measures are suggested where appropriate and reasonable. The EIA has been published on the Council website and members are required to consider this in reaching their decision on the recommendations proposed.

4. **Impact of Staff Consultation**

4.1 In summary, a total of twenty one service proposals were developed in order to achieve additional budget savings. Of these, fifteen proposals indicated a direct impact on existing staffing numbers; the remainder relied upon savings attributable to the deletion of vacant posts.

4.2 Of those fifteen proposals having an impact on existing staffing numbers, a total of eleven were fully developed and the subject of consultation during the statutory period; the remainder have yet to commence consultation and will be subject to separate consultation, beyond the statutory process.

4.3 Of the eleven consultations which took place,

- Five proposals have remained unchanged;
- Four proposals have been amended as a result of the consultation process;

- Two proposals are being reviewed in light of alternative solutions being submitted, which will potentially achieve the same savings but with a reduced impact on staffing

4.4 The original headcount reduction was anticipated as being in the region of 64. Following the period of collective consultation, this figure has reduced to an estimated 56. Of these, it is anticipated that 37 will be achieved as a result of either voluntary release or natural wastage, following the submission of 32 voluntary release applications and 5 voluntary resignations. The number of compulsory redundancies has therefore been mitigated and is now likely to be in the region of 19.

4.5 A summary of the staffing impact following consultation is set out in the table below:

| Staffing type | Post reduction in fte | Proportion or percentage | Headcount reduction | Percentage of total workforce |
|-------------------|-----------------------|--------------------------|---------------------|-------------------------------|
| Management | 12.0 | 14% | 12 | 0.39% |
| Back office/Other | 32 | 38% | 16 | 0.52% |
| Front line | 40.25 | 48% | 28 | 0.9% |
| Total | 84.25 | 100% | 56 | 1.81% |

4.6 The detailed outcome of the staff consultation exercise can be found at Appendix 1.

4.7 The following paragraphs provide a summary of the outcome of consultation by Directorate.

4.7.1 Children, Families & Well Being

Five proposals were submitted from this directorate. These proposals anticipated a reduction of 10.4 posts, representing a collective staffing reduction of 12. Of these proposals, two were the subject of a full consultation exercise, one did not require consultation as it related to the deletion of a vacant post and two proposals will be the subject of future consultation exercises, beyond the statutory consultation period.

As a consequence of the consultation process, both of the two full consultations which took place have resulted in revisions to the original proposals being made, mitigating the impact on staffing. It is now estimated that the FTE reductions will be 9.2 posts, representing a revised staffing reduction in the region of 9. To date, 6 applications for voluntary release have

been received; this means that the number of potential compulsory redundancies has been mitigated and now stands at an estimated 3.

4.7.2 Environment, Transport & Operations

Seven proposals were submitted from this directorate. These proposals anticipated a reduction of 39.05 posts, representing a staffing reduction in the region of 37. Of these proposals, five were the subject of full consultation during the statutory period, one did not require consultation as it represented the deletion of a vacant post and one is the subject of an ongoing tendering process.

Of the five proposals which were the subject of a consultation process, one proposal, which had a significant impact on staffing levels, was the subject of extensive local consultation with the workforce and the trade unions. This consultation involved a number of workshops, group and individual meetings with staff as well as meetings with both local and branch trade union representatives. Whilst at the end of the consultation process, the overall reduction in posts and staff numbers has not changed, the approach to achieving the reductions in terms of redundancy selection and pooling arrangements has been amended, reflecting the feedback received.

In relation to the other proposals, two have essentially remained the same in terms of the impact on posts and staffing numbers and two are in the process of being reviewed as a result of alternative solutions being submitted; these alternatives indicate that the original savings may be achievable with a slightly reduced impact on staffing.

Whilst as a result of consultation, the FTE and headcount impact are estimated as essentially remaining the same in this directorate, the method of achieving the reductions has been revised and it is anticipated that a significant proportion of the reductions will be achieved through voluntary measures. To date, there has been one voluntary resignation and 22 formal requests for voluntary release; therefore, it is now estimated that as a result of consultation, the number of potential compulsory redundancies has been mitigated and is now in the region of 12.

4.7.3 Transformation & Resources

Nine proposals were submitted from this directorate. These proposals anticipated a reduction of 39.6 FTE posts, a significant proportion of which were vacant, meaning that the anticipated headcount reduction was in the region of 16. Of these proposals, three were the subject of full consultation during the statutory period, four did not require consultation as they

represented the deletion of vacant posts and two will be the subject of future consultation exercises, beyond the statutory consultation period.

As a consequence of the consultation process, two proposals have been reviewed and amended, taking into account the feedback received and one proposal has remained the same. These changes mean that the reduction in posts is now estimated at 36. Given that the majority of these reductions relate to vacant posts and that during the consultation period, 3 requests for voluntary release were received and 4 staff were successful in obtaining alternative employment, it is now estimated that the number of compulsory redundancies has been mitigated and will be in the region of 4.

5. Update on the Terms and Conditions Review

- 5.1 Since October 2012, the Council has been consulting with staff and trade unions about a number of changes to terms and conditions of employment.
- 5.2 The final proposal in relation to the changes was approved by the Employment Committee on 2nd December 2013 and subsequent to this, staff were invited to voluntarily sign up to the new terms and conditions. The deadline for sign-up was 3rd January 2014 and any staff who had not signed up by this date commenced the termination and re-engagement process.
- 5.3 To date, 2492 staff have voluntarily signed up to the new terms and conditions of employment, representing 84.8% of the affected workforce. Staff have until 31st March 2014 to undertake the voluntary sign-up; any staff who do not sign up will stand dismissed as per the notices which were issued to them on 6th January 2014.
- 5.4 During the 12 week notice period, the HR Service will work with managers to support the voluntary sign up process and will provide guidance to managers on what action they should take, should staff not wish to sign up, yet present themselves for work on 1st April 2014.
- 5.5 The HR Service will also continue to work with trade union colleagues during the termination and re-engagement process in order to try and mitigate the number of potential dismissals and the impact on service delivery.
- 5.6 The trade unions have recently held an indicative ballot for strike action/action short of strike and this indicative ballot has not received the mandate to move to a formal ballot of the workforce.

6. Next Steps

- 6.1 It is proposed that subject to the approval of the Council's Budget Report, staff will be debriefed on 20th February 2014.
- 6.2 In addition, these proposals will not be implemented until the outcome of the Budget Council meeting on 19th February is confirmed and, as such, no notices of redundancy will be issued until thereafter.

Appendix 1

Budget Proposals - Staff Consultation Outcome 2014-15

Following the consultation process, the impact of feedback on the original staffing proposals is set out below in the “Summary of Consultation Outcome” column.

Detailed staff feedback documents have been prepared for each service area and these are available upon request.

| DIRECTORATE | SERVICE AREA | ORIGINAL FTE IMPACT | | | TOTAL ORIGINAL FTE IMPACT | ORIGINAL ESTIMATED HEADCOUNT IMPACT | EARLY RELEASE REQUESTS | SUMMARY OF CONSULTATION OUTCOME |
|-------------|---|---------------------|------------|--------------------|---------------------------|-------------------------------------|------------------------|--|
| | | Mgt | Front line | Back office/ other | | | | |
| CFW | Efficiencies arising from integration of Children's and Adults' commissioning functions. (£40k) | 0 | 0 | 1 | 1 | 0 (deletion of vacant post) | N/A | N/A |
| CFW | Education Support. Review of the business support function including staffing restructure of executive and school business support. Also proposed income generation (£100k) | TBC | TBC | TBC | TBC | TBC | N/A | Review ongoing and to be subject to a separate consultation exercise |
| CFW | Connexions. Reduced service offer. (£260k) | 1 | 2.8 | 1.6 | 5.4 | 6 | 6 | Savings to be achieved via acceptance of early release requests and some minor internal changes. Therefore the requirement for compulsory redundancies has been mitigated. |
| CFW | Education Welfare - Reduced service offer. (£100k) | 0 | 3 | 0 | 3 | 5 | 0 | Additional funding of £48k identified, which has reduced the FTE impact to 1.8. The requirement for compulsory redundancies has been mitigated from 5 to 2. |
| CFW | Youth Offending Service (£150k) (Y2 - c/f) | 0 | 1 | 0 | 1 | 1 | 0 | Review ongoing and to be subject to a separate consultation exercise |
| ETO | Directorate Business Support Review (£102k) | 1 | 0 | 4.85 | 5.85 | 7 | 7 | Savings achieved via voluntary release requests. Therefore the requirement for compulsory redundancies has been mitigated. |

| | | | | | | | | |
|-----|---|---|------|---|------|--------------------------------|-----|---|
| ETO | Highways management. Restructure of staffing and reduction in managerial capacity. (£100k) | 3 | 0 | 0 | 3 | 3 | 2 | An alternative solution has been submitted and is currently under consideration. This solution potentially achieves the savings target with a reduced impact on staffing |
| ETO | Highways and Groundforce Operations Senior Management. Restructure of staffing and reduction in managerial capacity. (£40k) | 1 | 0 | 0 | 1 | 0 (deletion of vacant post) | N/A | N/A |
| ETO | Highways. Disestablish Road Safety/Travel Coordinator. (£26k) | 0 | 0 | 1 | 1 | 1 | 0 | No change to proposal. Voluntary resignation received. No requirement for a redundancy |
| ETO | Groundforce review (£550k) | 0 | 21.2 | 0 | 21.2 | 21 (deletion of 1 vacant post) | 11 | Original proposals to remain but implementation strategy amended following consultation. Number of compulsory redundancies mitigated as a result of submission of early release requests. Potential compulsory redundancies reduced to 9. |
| ETO | Greenspace. Tree Unit - Review operational delivery model (£54k) | 0 | 3 | 0 | 3 | 3 | 1 | Original proposals to remain, however, dependent upon the outcome of the tendering exercise, the number of compulsory redundancies may be mitigated. |
| ETO | Public Protection. Restructure of staffing and reduction in managerial and operational capacity. (£167k) | 1 | 3 | 0 | 4 | 2 (deletion of 2 vacant posts) | 1 | An alternative solution has been submitted and is currently under consideration. This solution potentially achieves the savings target with a reduced impact on staffing |

| | | | | | | | | |
|-----|---|-----|-----|------|------|-----------------------------------|-----|--|
| T&R | Legal and Democratic Services review (£36k) | 0 | 0 | 1 | 1 | 1 | N/A | Review ongoing and to be subject to a separate consultation exercise |
| T&R | Access Trafford - Contact Centre (£44k) (Y2 - c/f) | 0 | 2 | 0 | 2 | 0 (deletion of vacant posts) | N/A | N/A |
| T&R | Human Resources. The service will need to move to a different operating model to make the £200k savings in 2014/15, through shared services and income generating arrangements. The new operating model has yet to be determined which will impact on the timing of savings commencing. | TBC | TBC | TBC | TBC | TBC | 0 | Review ongoing and to be subject to a separate consultation exercise |
| T&R | Revs & Bens. A detailed review of the Revenue and Benefits staff structure has identified opportunities to save 8.7 FTE. There will be no compulsory redundancies as the savings are arising from vacant posts (£141k) | 0 | 0 | 8.7 | 8.7 | 0 (deletion of vacant posts) | N/A | N/A |
| T&R | Access Trafford – Review of Libraries (£116k) (Y2 - c/f) | 0 | 5.5 | 0 | 5.5 | 0 (deletion of vacant posts) | N/A | N/A |
| T&R | Audit – review of resources (£10k) | TBC | TBC | TBC | TBC | TBC | 1 | Savings achieved via voluntary release. |
| T&R | Redesign of Partnerships & Performance/ Safe and Strong Communities (£350k) | 1 | 0 | 14.4 | 15.4 | 7 (deletion of 10.5 vacant posts) | 2 | Proposal reviewed as a result of feedback, including identification of additional funding. Compulsory redundancy impact mitigated to an estimated 3. |
| T&R | Review of Culture & Sport (£32k) | 0 | 0 | 1 | 1 | 1 | 0 | Original proposal to remain. Deletion of unique post resulting in one compulsory redundancy |

| | | | | | | | | |
|-------------------------|---|-----------|-------------|--------------|--------------|-----------|-----------|---|
| T&R | Transformation Team – Further reductions to team establishment in order to reduce pressures on reserves | 4 | 0 | 3 | 7 | 7 | 1 | Original proposals reviewed following consultation. As a result of labour turnover, additional funding being secured and a voluntary release request, the requirement for compulsory redundancies has been mitigated. Therefore, no compulsory redundancies required |
| TOTAL (ORIGINAL) | | 12 | 41.5 | 35.55 | 89.05 | 64 | 32 | As a result of the statutory consultation process, it is estimated that the revised FTE reduction will be 84.25 and that the headcount reduction will be 56 . Of these, it is anticipated that 37 will be achieved as a result of voluntary measures (32 voluntary release requests and 5 resignations). The number of compulsory redundancies has been mitigated and is now estimated as being in the region of 19. |

This page is intentionally left blank