



NOTICE OF MEETING

Employment Committee

Wednesday 5 July 2017, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: Employment Committee

Councillor McLean (Chairman), Councillor Allen (Vice-Chairman), Councillors Angell, Mrs Birch, Leake, Ms Miller, Mrs Temperton, Virgo and Worrall

Non-Voting Co-optee

Councillor Heydon

cc: Substitute Members of the Committee

Councillors Brossard, Dudley, Mrs Hamilton, Hill and Peacey

ALISON SANDERS

Director of Corporate Services

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Employment Committee
Wednesday 5 July 2017, 7.30 pm
Council Chamber, Fourth Floor, Easthampstead House,
Bracknell

Sound recording, photographing, filming and use of social media at meetings which are held in public are permitted. Those wishing to record proceedings at a meeting are however advised to contact the Democratic Services Officer named as the contact for further information on the front of this agenda as early as possible before the start of the meeting so that any special arrangements can be made.

AGENDA

Page No

1. Apologies

To receive apologies for absence and to note the attendance of any substitute members.

2. Declarations of Interest

Members are asked to declare any disclosable pecuniary or affected interests in respect of any matter to be considered at this meeting.

Any Member with a Disclosable Pecuniary Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Disclosable Pecuniary Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

Any Member with an affected Interest in a matter must disclose the interest to the meeting and must not participate in discussion of the matter or vote on the matter unless granted a dispensation by the Monitoring officer or by the Governance and Audit Committee. There is no requirement to withdraw from the meeting when the interest is only an affected interest, but the Monitoring Officer should be notified of the interest, if not previously notified of it, within 28 days of the meeting.

3. Minutes from previous meeting

To approve as a correct record the minutes of the meeting of the Committee held on 15 February 2017 and the annual meeting held on 24 May 2017.

5 - 10

4. Urgent Items of Business

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. Update from the Chairman of the Local Joint Committee

A verbal update from the Chairman of the Local Joint Committee.

- 6. Minutes of Sub Groups**

The Committee is asked to note the minutes of the Local Joint Committee held on 15 February 2017.

11 - 12
- 7. Redundancy Authorisation - Proposed Changes**

The Committee is asked to agree that the final authorisation for non-schools redundancies be made at Corporate Management Team, with the exception of Senior Officers' redundancies which will continue to be authorised at Employment Committee.

13 - 16
- 8. Exit and Severance Payments**

To provide an update to the Committee on the situation regarding exit payments and to notify the Committee that a full report on severance policy has been deferred to October 2017, due to further deferral of the Government regulations.

17 - 18
- 9. Exclusion of the Public And Press**

Agenda items 10-15 are supported by annexes containing exempt information as defined in Schedule 12A of the Local Government Act 1972. If the Committee wishes to discuss the content of these annexes in detail, it may choose to move the following resolution:

That pursuant to Section 100A of the Local Government Act 1972, as amended and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of the following items which involve the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

(3) Information relating to the financial or business affairs of any particular person.
- 10. Forestcare Contract Termination and Resultant Redundancy**

To note the staffing implications arising from the ending of the "Housing Solutions" contract and to note the corresponding redundancy of the outgoing Call Facilitator post in Forestcare.

19 - 22
- 11. Restructure of Council Wide Support Services - Employment Implications**

To note the staffing implications arising from the restructure of Council Wide Support Services and to note the corresponding redundancy requirements.

23 - 42
- 12. Regeneration Support Officer - Redundancy**

To agree that the post of Regeneration Support Officer be made redundant.

43 - 48
- 13. Transformation Programme - Libraries Stock Management Restructure**

To agree five redundancies following an organisational restructuring of the Library Services stock and back office administration team. 49 - 58

14. **Young People Substance Misuse Worker**

To note that following the consultation with the post holder the post of Young Peoples Substance Misuse Worker be made redundant subject to the Councils redeployment process. 59 - 62

15. **Review of Personal Assistants**

To notify the Committee of a further deletion of one PA post on the grounds of redundancy following the subsequent resignation of a Chief Officer and a proposal not to fill this position. 63 - 78

**EMPLOYMENT COMMITTEE
15 FEBRUARY 2017
7.30 - 8.00 PM**



Present:

Councillors McLean (Chairman), Allen (Vice-Chairman), Angell, Leake, Ms Miller and Worrall

None-voting Co-optee:

Councillor Heydon

Apologies for Absence were received from:

Councillors Mrs Birch, Mrs Temperton and Virgo

The Chairman extended his best wishes to the Chief Officer, Human Resources on behalf of the Committee and wished her a speedy recovery.

32. Declarations of Interest

There were no declarations of interest.

33. Minutes from previous meeting

RESOLVED that the minutes of the meeting of the Committee held on 16 January 2017 be approved as a correct record and signed by the Chairman.

34. Urgent Items of Business

There were no urgent items of business.

35. Update from the Chairman of the Local Joint Committee

It was reported that trade union representatives had noted that the reports before them related to the Council's budget proposals and had raised no issues. Trade unions representatives had been supportive of the amendment to the No Smoking Policy.

36. Minutes of Sub Groups

RESOLVED that the Committee noted the minutes of the Local Joint Committee on 5 October 2016.

37. Amendment to No Smoking Policy

The Director of Corporate Services reported that an amendment to the Council's No Smoking Policy was proposed to comply with recommendations from Public Health England. The Council's current policy was not conducive to encouraging those that vaped to give up smoking as they were expected to stand in the same area as smokers. The amendment to the policy proposed that Council staff who vaped could do so anywhere outside the building and did not have to go to the smoking area. Union representatives had been supportive of the proposed amendment.

In response to Members queries, the Director of Corporate Services advised that:

- Managers of buildings would be responsible for ensuring that appropriate arrangements for smoking were made and that staff adhered to the policy.
- Counselling sessions for staff wishing to give up would be held outside of working hours wherever possible.
- The Council had a duty of care to its employees and as a result staff as passengers shouldn't be exposed to vaporisers or cigarettes when travelling in a vehicle on Council business.

RESOLVED that the changes to the no smoking policy be agreed, as attached at Appendix A of the agenda papers.

38. Restructuring in the Assistant Chief Executive's Office

The Director of Corporate Services reported that this report identified the staffing implications arising from the budget proposals 2017/18 which were not part of the wider Transformation Programme.

The Director of Corporate Services agreed to provide Councillor Angell with a breakdown of the figures relating to each redundancy payment, taking into account the multiplier that was applied.

RESOLVED that the Committee;

- i) approved the redundancy of a part time Administrative Assistant post in the Chief Executive's Office, with effect from 31 March 2017, subject to the Council agreeing the budget proposals.
- ii) approved the redundancy under updated terms of an employee who was At Risk under last year's budget changes, currently redeployed in a temporary contract as Performance and Partnerships Officer in the Chief Executive's Office, with effect from the end of his contract on 24 April 2017.

39. Edgbarrow and Sandhurst Sport Centres - Employment Implications

The Committee considered the proposed redundancies arising from the change of usage of Edgbarrow and Sandhurst Sports Centres beyond April 2017.

The Director Of Environment, Culture & Communities reported that there were five redundancies arising as a result of these changes. The Director advised that the transition arrangements were working well and that staff were working with the school to ensure that service users did not suffer as a result of the changes.

Redeployment opportunities were being explored for all affected staff.

Members asked if figures could be provided around the amount of multiplier that was being paid.

RESOLVED that;

- i) approval be given to the deletion of the posts identified in exempt Appendix B with effect from 31 March 2017.

- ii) subject to any redeployment opportunities offered to those affected, the post holders be declared redundant in accordance with the terms set out in the exempt Appendix B with the costs being met from the Structural Changes Fund.

CHAIRMAN

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**EMPLOYMENT COMMITTEE
24 MAY 2017
8.50 - 8.51 PM**



Present:

Councillors McLean (Chairman), Allen (Vice-Chairman), Angell, Mrs Birch, Leake, Ms Miller, Mrs Temperton, Virgo and Worrall

1. Election of Chairman

RESOLVED that Councillor McLean be appointed Chairman of the Employment Committee for the Municipal Year 2017 – 2018.

COUNCILLOR McLEAN IN THE CHAIR

2. Appointment of Vice-Chairman

RESOLVED that Councillor Allen be appointed Vice-Chairman of the Employment Committee for the Municipal Year 2017 – 2018.

3. Appointment of Sub and Advisory Groups

RESOLVED that the following sub-groups and advisory groups be appointed:

a) Education Employment Sub Committee

Conservative (6)

Allen (Chairman Elect)
Mrs Angell (Vice-Chairman Elect)
Mrs Birch
Leake
Virgo
Worrall

Substitute Members

Conservative (5)

Angell
Brossard
Dudley
Mrs Hamilton
Virgo

b) Local Joint Committee

Conservative (4)

Allen
Angell
Leake (Chairman Elect)
Worrall

Substitute Members

Conservative (2)

McLean
Ms Miller

CHAIRMAN

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**LOCAL JOINT COMMITTEE
15 FEBRUARY 2017
4.00 - 4.15 PM**



Present:

Councillors Leake (Chairman), Allen, Angell and Worrall
David Allais, UNISON
Lorna Cameron, UNISON
Robert Card, GMB

In Attendance:

Alison Sanders, Director of Corporate Services
Kim Stevens, Head of HR ECC

69. Declarations of Interests

There were no declarations of interest.

70. Minutes from Previous Meeting

The minutes of the meeting on 5 October were approved as a correct record.

71. Urgent Items of Business

There were no items of urgent business.

72. Employment Committee: Agenda and Related Matters

1) Amendment to No Smoking Policy

The Director of Corporate Services reported that there had been strong representations from the Public Health team advising that the Council's No Smoking Policy was not conducive to supporting those trying to give up smoking. It was proposed that the policy be amended to allow those that wished to vape, to do so outside of the building but not to be restricted to the same area as the smokers.

Union representatives confirmed that they were supportive of this amendment. Other Members raised concerns around enforcing the policy particularly if Council staff vaped in their own vehicles whilst on Council business. The Director of Corporate Services stated that if a complaint was received from a member of staff relating to the No Smoking Policy that disciplinary action could be taken.

2) Restructuring in the Assistant Chief Executive's Office

The Director of Corporate Services advised that this report identified the staffing implications arising from the budget proposals for 2017/18 which were not part of the wider Transformation Programme reviews.

The Committee noted the report.

3) Edgbarrow and Sandhurst Sports Centres – Employment Implications

The Head of Human Resources, ECC advised that this report detailed the proposed redundancies arising from the agreed change of usage of Edgbarrow and Sandhurst Sports Centres beyond April 2017.

It was reported that these Sports Centres would be used by the schools for classroom space and the schools would take on responsibility for out of hours use of the sports facilities. There would be five redundancies as a result.

The Committee noted the report.

73. Matters to be Raised by Trade Unions

Trade union representatives advised that they would be keeping a watching brief on the Council Wide Support Services Review.

CHAIRMAN

**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

REDUNDANCY AUTHORISATION – PROPOSED CHANGES Director of Corporate Services (HR)

1 PURPOSE OF REPORT

- 1.1 To propose a change in the authorisation required to make redundancies and to indicate the implications and issues involved in such a change.

2 RECOMMENDATIONS

- 2.1 **That Employment Committee agrees that the final authorisation for non-schools redundancies should be made at Corporate Management Team (CMT), with the exception of Senior Officers' redundancies which will continue to be authorised at Employment Committee.**
- 2.2 **That Employment Committee notes and agrees to the necessary changes to policies and documents consistent with this change, and acknowledges the need to ensure that Local Joint Committee are still consulted on final reports prior to CMT decisions on redundancies. Exercises currently under way will complete under existing arrangements while the necessary policy changes are made.**

3 REASONS FOR RECOMMENDATIONS

- 3.1 The Council's constitution does not require Employment Committee to approve all redundancies (outside schools) although custom and practice has been that they have done so for a number of years. Were CMT to give final authorisation on non-schools redundancies it would simplify the processes and decision making involved, avoid the same issue being debated multiple times to achieve a change which includes redundancies and effecting the decision sooner and thereby making additional savings.
- 3.2 As part of the Organisational Development Strategy, reviewing the Council's processes and systems is a priority in order to modernise and transform the way we work and in particular make decisions. Decisions on redundancies in particular, have been examined closely due to the pace of change within the Council and the existing decision making process being out of step and slowing down the pace and implementation of change. Officers are being encouraged to simplify processes where possible to achieve better utilisation of resources and speed up decision making. This would appear to be one such opportunity. The constitution does not specifically require individual redundancies to be approved by Employment Committee although this has been our practice for some years.
- 3.3 The Scheme of Delegation lists as part of the management delegations to Directors the authority to "appoint, manage and dismiss staff, save in respect of appointment and dismissals of Senior Officer posts reserved for Member appointment". A redundancy is a dismissal in law. The Employment Committee terms of reference in turn refer to "Excepting human resource policies, to determine all matters relation to the employment or dismissal of staff which do not fall to be deal with by officers

under the Scheme of Delegation". Thus under the legal definitions of dismissal, only redundancies of Senior Officers would fall to the Employment Committee to decide. Neither document makes explicit reference to the authorisation of redundancies specifically. No change to the wording of either of these documents would therefore appear to be necessary to achieve the change in respect of authorisation of redundancies.

- 3.4 Often redundancy proposals are closely aligned to service changes which have to be separately considered and approved. Employment Committee may be asked to approve redundancies which are an inevitable result of the closure of a facility or site which has been debated and approved elsewhere. Alternatively it may be agreeing the redundancies only subject to a later final decision to close a facility or site, with the redundancies therefore being conditional on further discussions in other forums and on securing an urgent action document from the Chairman to confirm the conditional approval. The process can be convoluted and also frustrating for the Members involved, who feel they are being asked to "rubber stamp" decisions made elsewhere, and involves duplication of effort by Members and officers alike.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Remain as current.

5 SUPPORTING INFORMATION

- 5.1 Employment Committee to agree to CMT taking on the responsibility for giving final approval to redundancies and their costs in any given exercise, in accordance with council severance policies. They currently consider such proposals prior to forwarding them to Employment Committee for official authorisation. Formal notice to individuals could then be given to individuals following appropriate consultation and the CMT approval instead of only following the Employment Committee decisions.
- 5.2 There is currently a time-lag of 4-6 weeks between CMT seeing the redundancy proposals and Employment Committee making the decisions. This not only prolongs the uncertainty for the employees concerned but also directly costs additional salary because notice cannot be given until after the Committee date. The Borough Treasurer considers that the 4-6 week delay, on the set of proposals before the Employment Committee, has cost £65,000 in salary costs.
- 5.3 It is extremely rare that Employment Committee refuses to authorise a redundancy – there has not been such a situation in over 15 years. Since the amount of the severance payment is dictated by applying severance policies and pension discretions agreed by Employment Committee within the constraints of employment law and national pension rules, there is also nothing to decide in relation to the level of payment applied. Using Employment Committee to give final authorisation for the payment therefore appears to add little additional value to counterbalance the costs of having a longer authorisation process.
- 5.4 Local Joint Committee is currently closely linked to the dates of Employment Committees, and the unions will need to be consulted on how this could in future be timed and geared to getting their formal comments on the final reports prior to a CMT decision.

- 5.5 Although the Scheme of Delegation and the terms of reference of the Employment Committee appear to require no amendment (see 3.3 above), some Council policies and statutory documents refer to final approval of redundancies being made at Employment Committee. The policies include the Organisational Change Protocol, and the Redundancy Handling Policy, and the statutory Pay Policy Statement. Recommendation 2.2 authorises officers to make necessary changes to these documents to reflect the change in authorisation and publish them to the intranet.
- 5.6 Employment Committee would remain responsible for decisions related to terms and conditions of employment and key employment policies, including the severance policy of the authority. For approval of any severance payment over £100,000 which is not consistent with those policies Full Council approval would be required; this is a current legal requirement. Should the proposed national regulations on capping be implemented, severance payments of this size may no longer be possible; however, it is not clear when these regulations will be introduced. Employment Committee would also remain responsible for authorising redundancy dismissals of Senior Officers, as stipulated in the Terms of Reference.
- 5.7 Employment Committee would still receive summary information on numbers of early retirements authorised, as at present, as part of the annual pensions report.
- 5.8 Any changes should not be applied until after current exercises which stipulated notice would only be given after Employment Committee decisions have completed. Changing the arrangements without due consultation with the unions and formal amendment of policies, might give technical grounds for arguing the Council had not complied with its own policy requirements at any Employment Tribunal; and would also potentially cause confusion and disruption of plans for At Risk Individuals, whose proposed leave dates and severance payments are geared to a final decision being made at Employment Committee and communicated to them the following day.
- 5.9 Schools are not included in or affected by the proposed changes. In a school the proposal is typically made by a Head Teacher, the matter is referred to the Teachers Association for discussion by the appropriate unions, and the final approval is given by the Governing Board. This will not change and indeed is not subject to the same complications as described above.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The recommendations in the report reflect the current constitutional position which has been departed from through custom and practice in recent years. In addition to the financial benefits that will accrue there are no adverse consequences on the Council's capacity to meet legal requirements around redundancy selection.

Borough Treasurer

- 6.2 In previous years any significant staffing changes have tended to be agreed as part of the annual budget cycle, meaning that it was relatively straightforward to schedule in meetings of the Employment Committee at key dates. Like most other Councils, Bracknell Forest plans to secure most of the savings needed to balance future budgets through the projects included in the Transformation Programme, which are being progressed to different timescales determined by their complexity and resource requirements. This means that significant staffing changes can now happen at any

time of the year, meaning the Council's procedures and working practices need to be more flexible.

The scale of changes means that any delay to decisions tends to have a material financial implication. As an example, the full scale of all staffing changes scheduled to be presented to the Employment Committee in early July equates to around £65,000 per month. The changes proposed in this paper to streamline decision making therefore have the potential to generate additional savings of many tens of thousand pounds in a year.

Equalities Impact Assessment

- 6.3 There is no adverse impact on any particular group of staff.

Strategic Risk Management Issues

- 6.4 None other than the issues raised in the report about delay to decisions and the associated expense.

Other Officers

- 6.5 None

7 CONSULTATION

Principal Groups Consulted

- 7.1 CMT. Union consultation to follow

Method of Consultation

- 7.2 Report to CMT

Representations Received

- 7.3 None to date

Background Papers

Contact for further information

Nikki Gibbons, Corporate Services – HR. 01344 352054
nikki.gibbons@bracknell-forest.gov.uk

**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

EXIT AND SEVERANCE PAYMENTS (Director of Corporate Services)

1 INTRODUCTION

- 1.1 To provide an update to Committee on the situation regarding exit payments and notify Committee that a full report on severance policy has been deferred to October, due to further deferral of the Government regulations.

2 SUPPORTING INFORMATION

- 2.1 An information item was seen by members in October 2015 regarding the £95,000 exit payment cap proposed by Government in May 2015, which was due to be implemented in 2016. An update was due to Members once an implementation date had been finalised by the Government. However the Government implementation has not yet been progressed and, due to the General Election on 8 June 2017, further delays have been encountered. A full report will follow once regulations are finalised and there is a date for implementation.
- 2.2 Following Employment Committee in December 2016, a separate report was planned, to outline the impact of reducing the current redundancy multiplier. As the regulation referred to in 2.1 would also have an impact on severance payments, it was felt the two issues should not be considered separately.
- 2.3 The reason to consider the 2 reports together is that until there is more information on the capping regulations, any estimates of the savings to be generated by changing the redundancy pay policy would be potentially misleading. Once the capping regulations are introduced, some of the higher payments would in any case be reduced meaning the Council would make savings. It would be difficult to obtain a true picture of savings if the policy was reviewed prior to the capping regulations. As a result, the Council could have gone through a difficult Employee Relations consultation which would not generate as much saving as anticipated, and any later changes due to capping could be perceived as a second review of the policy within a matter of a few months.
- 2.4 Despite the continued uncertainty surrounding the Exit Cap, the Chief Officer: Human Resources has undertaken some initial investigations with the local Berkshire Authorities which shows that Bracknell Forest is not the most, nor the least generous in terms of redundancy pay. But the investigation has shown that all Authorities are looking at what is affordable in light of a high number of redundancies. It is therefore appropriate for a report to come to the Employment Committee for consideration and the Chief Officer:HR will ensure that such a report comes to Committee in October even if there have been further delays on national legislation, to ensure discussion of the matter is not significantly delayed.

- 2.5 As information in the meantime, the following information may be useful on the current practice in Bracknell Forest:

| |
|---|
| The current position |
| All redundancy payments are based on actual weekly pay rather than the statutory minimum of £489 (2017/18). Service is capped at 20 years for calculation purposes. However payments are different depending whether the person has access to their pension |
| Staff who would have access to their pension <ul style="list-style-type: none">• Receive the statutory redundancy weeks with a maximum of 30 weeks (dependent on age & length of service)• Automatically has access to their pension - the Council pays a capitalised cost to release pension Under the pension regulations the pension is automatically released – the employee is not able to refuse and keep it as a deferred pension. |
| Staff who have no access to pension or who are not in the pension scheme <ul style="list-style-type: none">• Receive the statutory number of weeks enhanced by 1.75 with a maximum number of 52.5 weeks, dependent on age & length of service. |

- 2.6 A report on the current local severance policy will go to the October Employment Committee. It is hoped that the regulations on capping and repayments will be finalised by then but if not, a separate report on these issues will follow as soon as possible after implementation dates have been fixed.

3 EQUALITIES IMPACT ASSESSMENT

- 3.1 To be identified in any future report if there is a change to the Council policy.

4 STRATEGIC RISK MANAGEMENT ISSUES

- 4.1 To be identified in any future report if there is a change to the legislation and Council policy.

Background Papers

None

Contact for further information

Nikki Gibbons, Corporate Services – HR
Nikki.gibbons@bracknell-forest.gov.uk

**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

FORESTCARE CONTRACT TERMINATION AND RESULTANT REDUNDANCY (Chief Officer: Housing)

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to identify the staffing implications arising from the ending of the "Housing Solutions" contract and to note the corresponding redundancy of outgoing Call Facilitator post in Forestcare.

2 RECOMMENDATION

- 2.1 **That the Employment Committee notes that the post-holder, identified in the Exempt Appendix A, redundant with effect from 6 July 2017 in accordance with the terms set out in exempt Appendix A.**

3 REASONS FOR THE RECOMMENDATION

- 3.1 Forest care had a contract with a registered provider, Housing Solutions, to undertake outbound calls to sample customer satisfaction. Housing solutions ended the contract on the 31/3/2017. The post holder was employed to undertake 15 hours a month to deliver the requirements of the contract There is no suitable alternative employment that can be offered to the post holder and therefore the report is to note the position that the post of outbound calls handler be made redundant.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The current post-holder within Forestcare is employed for 15 hours per month and the work for which they were employed has ceased now. Currently there are no suitable alternative employment therefore the post-holder is at risk of redundancy.

5 SUPPORTING INFORMATION

- 4.1 The post of outbound calls handler was created specifically to support the contract Forestcare provided for Housing solutions. As the contract was ended by Housing Solutions the post of outbound calls handler is no longer required.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The HR process has been undertaken in line with the Council's Organisational Change protocol and Employment law requirements. With regard to the latter it is clear that the statutory definition of redundancy has been met in all cases (ie the requirement for staff to carry out work of a certain kind has ceased or diminished.) Procedurally appropriate consultation has taken place and steps have been taken, without success, to secure suitable alternative employment.

Borough Treasurer

- 6.2 The financial implications are set out in the body of the report and in Appendix A. One-off severance costs will be met from the Structural Changes earmarked reserve.

Equalities Impact Assessment

- 6.3 Not applicable

Strategic Risk Management Issues

- 6.4 Not applicable

Borough Human Resource Manager

- 6.5 The matter has been dealt with in accordance with the Council's protocol for Managing Organisational Change. Redundancy and Re deployment policies.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Following decision by DMT a process of consultation was undertaken in line with Bracknell Forest's Managing Organisational Change, Redundancy and Re deployment policies and procedures.

Contact for Further Information

Simon Hendey, Adult Social Care, Health and Housing - 01344 351688

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

RESTRUCTURE OF COUNCIL WIDE SUPPORT SERVICES – EMPLOYMENT IMPLICATIONS (Director of Corporate Services – Human Resources)

1 INTRODUCTION

- 1.1 The purpose of this report is to identify the staffing implications arising from the restructure of Council Wide Support Services (CWSS) and note the corresponding redundancy requirements.

2 RECOMMENDATIONS

The Employment Committee is recommended to:

- 2.1 **Note the new structures for CWSS identified in Appendix A with implementation from 1 September 2017.**
- 2.2 **Note that the postholders listed in Appendix B were declared redundant (in accordance with Council policy with the costs being met from the Structural Changes Fund and subject to any redeployment opportunities offered to those affected)**

3 REASONS FOR RECOMMENDATIONS

- 3.1 Implementation of the new structures is required, along with improvements to technology and more efficient processes, to achieve the savings target for the Council Wide Support Services Transformation Review.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Initial proposals, based on the outputs of the Plan Phase of the project, were approved by the Senior Leadership Group and Corporate Management Team at the Gateway Review in January 2017. Two consultation phases have since taken place with staff in scope. This report outlines the final proposals.
- 4.2 Redeployment opportunities will be considered up to the point of redundancy.

5 SUPPORTING INFORMATION

- 5.1 Support services play a key role and are essential to service delivery. However if we are to maintain the delivery of front line essential services we must reduce the cost of support services.
- 5.2 Functions in scope are: Finance (including Procurement), HR (including Learning and Development and Health and Safety), Property, ICT and Legal. Performance Management and Business Intelligence also fall under the scope of the Council Wide Support Services project but are subject to a separate review which is currently in the Analyse Phase.

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- 5.3 There are 196 staff from across the Council in scope, which equates to 176 FTE.
- 5.4 The project aimed to achieve savings of 10% (£800,000) during the first two years of implementation (2017/18 and 2018/19). Excluding the indicative target set for the Business Intelligence part of the review, the target savings for the services covered in this report was £745,000.
- 5.5 A Target Operating Model (TOM) has been developed which is a new way of organising how support services are delivered. There will be two hubs of equal importance – the Support Hub, where high volume tasks will sit and most of the new re-engineered, more efficient processes will sit and the Enabling Hub which contains the Strategic Centre, Business Partnership and Centres of Expertise elements.
- 5.6 Self service will be the default mode for managers and staff and this will be enabled with improved ICT systems and intranet support pages.
- 5.7 Staff for each function will be centralised and co-located. Functional centralisation is the most appropriate model to facilitate future shared services with other partners.
- 5.8 The new model has a number of benefits: it delivers savings now with further savings after 2 years; it's scalable with the changing size and shape of the Council to meet our changing requirements; it improves resilience by aggregating resource; it supports increased professionalism as staff can provide their expertise where it is needed across the Council; it delivers a consistent service across the Council; and it challenges existing ways of doing things and simplifies processes.
- 5.9 New structures for each function were developed that broadly achieved 10% cost saving against the baseline salary costs and aligned with the requirements of the new 'to be' processes and the TOM. Following debate at the Corporate Management Team, it was agreed to increase support from part-time to full-time posts for HR services supporting recruitment to children's social care and schools, reducing the savings achieved by £33,000. The new structures reflect these changes and will be implemented on 1 September. The structures are shown in Appendix A.

The total savings achieved from the new structure will be £712,000 in a full year. and around £415,000 in 2017/18

The review of Performance Management and Business Intelligence is still to conclude and is, therefore, excluded from this report.

- 5.10 The proposals impact on the following areas with the staffing details outlined in Exempt Appendix B. The proposed termination date shown is for calculation purposes only and the exact termination date will be agreed with the individual and their Chief Officer, balancing the service impact with the need to maximise savings. In all cases the termination date will be no later than 31 August 2017 as the new structure is to be implemented from 1 September 2017.

5.11 Human Resources

The new HR service was designed to meet the objectives of the TOM. This model is a substantial departure from the existing traditional model of providing effective HR and organisational development services to the Council. It not only requires the HR service to develop but also requires the development of managers to embrace the new way of working and engaging with the new service to facilitate the wider transformational change the Council is seeking. Resources and the introduction of a new integrated HR system (iWork) have been created and developed to facilitate self

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serve and organisational development. The introduction of Strategic HR Business Partners (BP) will be key to ensuring the successful implementation of the new HR service. These roles are more strategic than the previous Heads of HR and have combined responsibility for departments as opposed to a dedicated BP per department. This has resulted in a reduction at a senior level but with less operational focus and more strategic input at an earlier stage to facilitate transformation and organisational development.

The introduction of an Organisational Development (OD) Manager is also a critical change in the new structure. This has been necessary as it is central to the Council's Transformation Programme. The learning and development delivery team has been reduced to allow for this given the savings target. Alternative, less expensive and more self reliant development e.g. action learning sets, coaching and e-learning will replace the more traditional approach to learning and development in a more "classroom" environment.

A clear separation of a schools HR traded service has also been developed to facilitate a dedicated and commercially viable service to schools. This separation and dedicated service will also facilitate further development to this service should this be required after the CYPL transformation is complete.

STAFFING IMPACT: 6 STAFF (FTE 5.29).
(Volunteers: 4 Compulsory Redundancies: 2)

Ref 1 in Exempt Appendix B

5.12 ICT

The new structure was designed to meet the objectives of the TOM. Many posts were deleted as teams were being centralised from departments and would therefore no longer exist. Managers posts were deleted from Corporate Services teams to allow for the structure to become broader so that teams, led by team leaders, could become more focussed on delivering in their areas.

Team sizes in some cases have been reduced, in part to accommodate the savings required but also to take account of more efficient processes, increased self-service and improvements to ICT systems being in place. New roles were created to join together departmental roles, in particular applications support, along with the business partners to ensure the strategic link with departments remains robust.

Deleted posts:

Desktop Services Manager (CS)
Network Manager (CS)
Systems Support Manager (CS)
Head of ICT (CYPL)
Head of Business Systems (ECC)
Business System Manager (ASCH&H)
Business Support Manager (ECC)
Business Support Analyst x3 (ECC)
Application Support Officer (CYPL)
IT App Support Officer (CYPL)
Business Support Officer (CYPL)
System Support Officer (ASCH&H)
System Support Analyst (ASCH&H)

Reduction in posts:

Desktop Officer -2 (CS)

Senior Systems Officers -2 (CS) (were called Senior Systems Analysts)

ICT Project Manager -2 (CS)

New posts:

Application Team Leader

Application Support Officer x 6

Systems Team Leader

Desktop Team Leader

ICT Support Hub Manager

Business Partners x 2

ICT Project Manager (Lead)

ICT Administrator (increased from 0.6 to 1.0 FTE)

ICT Architect Officer

STAFFING IMPACT: 6 STAFF (FTE 6).

(Volunteers: 4 Compulsory Redundancies: 2)

Ref 2 in Exempt Appendix B.

5.13 Finance

The Business Process Re-engineering work undertaken last autumn identified that the area with greatest scope to realise process efficiencies through the use of technology was in relation to the budget monitoring process. This is therefore where most change is proposed, both in terms of introducing new systems and processes and reducing the number of posts at grades E and F in the new structure.

A key difference moving ahead is that the only posts dedicated to supporting particular directorates will be the Finance Business Partners. These roles are felt to be partially but not materially changed from the current Head of Finance / Group Accountant roles that provide strategic financial support to Directors and their Chief Officers.

All other roles will be in generic resource pools and be able (over time) to cover work as priorities dictate at the time. This will require a flexible working approach, both within and across teams.

Where similar posts exist in different departments currently, the proposed structure proposes a move to standardised role titles and job descriptions, except where posts have specific elements that cannot easily be standardised at this time.

There are currently 12.6 FTE staff at grades E and F. In the proposed structure, the number of posts at these grades reduces by 4 to 8.6. There are currently no vacancies at these levels.

All the proposed roles at these levels vary to some extent from the current posts. There are 5 Senior Accountancy Assistant posts at grade F which will provide the main day to day contact for budget managers and 4 new roles:

- Accountancy Support Manager (grade E)
- Capital and Treasury Manager (grade E)
- Exchequer Services Manager (grade E)
- Finance Support Manager (grade F)

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There are also 5 Senior Accountancy Assistant posts at grade F which are similar to existing posts.

There is also one fewer post proposed at grade H, where there is a current vacancy.

It has not been possible to fill the Accountancy Support Manager post from internal candidates, as none have the necessary skills and experience, therefore an external recruitment exercise will need to be undertaken.

STAFFING IMPACT: 5 STAFF (FTE 4.59).
(Volunteers: 3 Compulsory Redundancies: 2)

Ref 3 in Exempt Appendix B.

5.14 Procurement

In terms of the TOM, the scale of the Procurement function is too small to support the concept of a Business Partner model, with Support and Enabling Hubs.

Using the definition of Procurement identified last year, only the Corporate Procurement team contains staff who are fully in scope for the CWSS review. Some staff in ASCH&H and CYPL are partly in scope, while large parts of their roles involve commissioning specialist care packages for individuals. This means that it is also difficult to adopt a fully centralised model for Procurement.

In order to promote closer working of staff involved in procurement in different parts of the Council, the structure proposes the creation of a “virtual” Procurement team. This indicates an expectation of closer working arrangements to share skills, knowledge and expertise, without introducing a formal structural change at this point.

The proposed structure achieves the required 10% saving by deleting a vacant Procurement Officer post at grade G.

This represents a reduction in the level of resource within the Corporate Procurement team of 20%, meaning that there will be a corresponding reduction in the level of support available to the Council. Work is under way to identify the highest priority tasks for the remaining Procurement staff, using the principles adopted by the CWSS review overall of using technology and streamlining processes to enable greater self-service.

STAFFING IMPACT: No impact on staff in post

5.15 Property

In accordance with the target operating model the functions within the Property team have been realigned to sit within the new framework and the facilities team will now report into the Head of Operations as part of the Support Hub.

The savings target has been met through the deletion of vacant posts within the team. There are no changes proposed to the remainder of the team and the CYPL property team will remain in CYPL to maintain the focus on integrated working on pupil forecasting and school place planning alongside the schools property programme.

STAFFING IMPACT: No impact on staff in post

5.16 Legal

Changes to the structure of the Legal Team to meet the savings target were agreed at Employment Committee in December 2016. The Legal Service is working with West Berkshire Council to develop a business case for a shared service. This will be completed in the next 4 months.

STAFFING IMPACT: None arising from this report

The Process

- 5.17 Information provided in points 5.1 to 5.9 above outline the rationale for developing the Target Operating Model for Council Wide Support Services. Officers scrutinised the requirements for each of the functions based on the new TOM and developed new structures, considering what the staffing impact will be. Where staffing reductions in multi-occupancy posts are required, if no suitable voluntary redundancies/early retirements emerge, the method of selecting employees for available posts follows the Council's Redundancy Handling Procedure and takes into account the following factors:

- Skills/experience
- Attendance/disciplinary record
- Length of service

Any recommended redundancy or severance payments thereafter are brought to this meeting and will be made in accordance with the relevant legislation and/or statutes, and the Council's Policy on Early Retirements and Redundancies.

- 5.18 Whilst the Council does not have a voluntary redundancy policy, it does encourage and give serious consideration to those people who volunteer for redundancy during a restructuring exercise. Where possible the Council will approve voluntary redundancies if they are affordable and where consideration has been given to maintain the necessary skills for the service. Of the 17 redundancies proposed in Appendix B, 11 are voluntary redundancies. There are a very few cases where requests for VR have been turned down as the employee has the required skills and experience for the future service. In addition, if after serious consideration by panels of existing employees suitability for new positions it has been concluded that there are no suitable internal candidates for new roles these will be opened up to redeployment candidates. If the position still remains unfilled then external advertisement may be necessary.
- 5.19 In the majority of cases the notice period will broadly align to the effective date. In some cases the individuals will not have the opportunity to work their full notice period between notification of redundancy and the effective date; in these cases, the balance of notice will be paid as pay in lieu of notice. In both cases the cost of notice will be met from the Departmental Staffing budget.

Conclusion

- 5.20 The total number of Full Time Equivalents affected by these proposals is 15.88. The actual headcount is 17.

As the process of actively seeking redeployment opportunities will continue right up to the termination date, some staff will secure alternative posts with the Council

between the date of decision on redundancy and the effective date as specified on the exempt appendices.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The HR process has been undertaken in line with the Council's Organisational Change protocol and Employment law requirements. With regard to the latter it is clear that the statutory definition of redundancy has been met in all cases (i.e. the requirement for staff to carry out work of a certain kind has ceased or diminished.) Procedurally, appropriate consultation has taken place and steps are being taken, to secure suitable alternative employment where possible as an alternative to redundancy.

Borough Treasurer

- 6.2 Savings achieved through the Council Wide Support Services review (excluding at this stage the Business Intelligence functions) total £712,000, very close to the original target. One-off severance costs for staff affected total £528,000 and will be met from the Structural Changes earmarked reserve, giving an overall payback period of 8 months.

Equalities Impact Assessment

- 6.3 An Equalities Screening Record Form has been completed which identifies no adverse impact on any of the protected characteristics.

12 (70%) of the redundant employees are over 50. 5 are 30-49 (29%) and none are under 30. 41.3% of the non schools workforce are over 50 and 46.6% are 30-49. It should be noted that 12 (70%) of the redundancies were voluntary redundancy (VR) requests and only 5 (29%) are compulsory. Of the 12 VR requests, 10 were over 50 (83%) and 2 were 30-49 (16%). It is expected that there will be a greater proportion of requests for redundancy from those over 50 where it results in early retirement facilitating early access to pension schemes.

When reviewing which Directorates the staff were from the distribution is 12 (71%) from Corporate Services, 1 (6%) from ASCHH, 4 (24%) from ECC and none from CYPL.

Service areas are responsible for EIAs on the service impact of any major changes.

Strategic Risk Management Issues

- 6.4 Failure to implement proposals involving staff reductions will result in significant alternative savings needing to be found in the Council's budget.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Employees affected have been individually consulted. Trades unions have been formally consulted throughout the process.

Background Papers

None.

Contact for further information

Alison Sanders, Director of Corporate Services ext. 5621

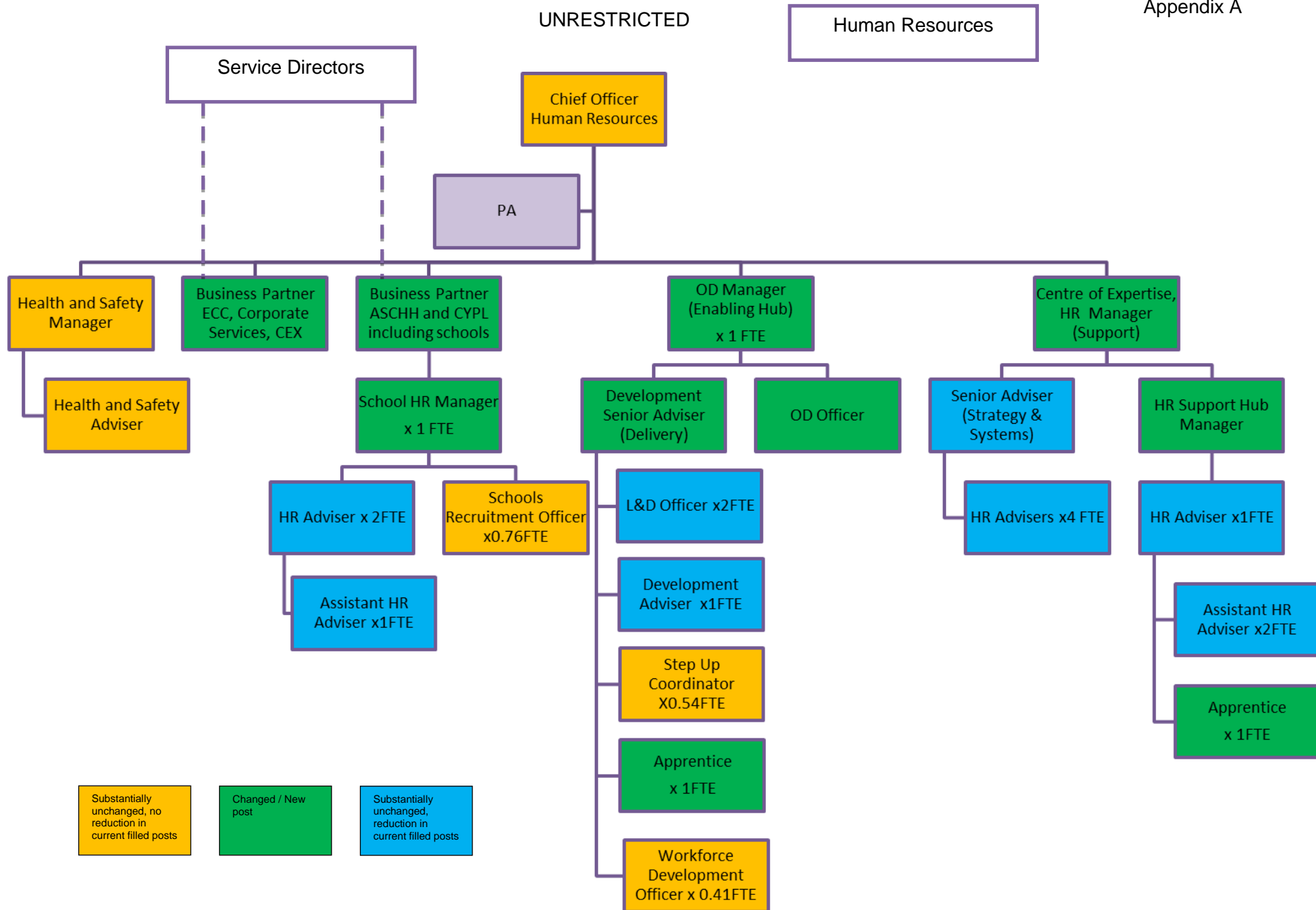
timothy.wheadon@bracknell-forest.gov.uk

Nikki Gibbons, Chief Officer: Human Resources ext. 2049

nikki.gibbons@bracknell-forest.gov.uk

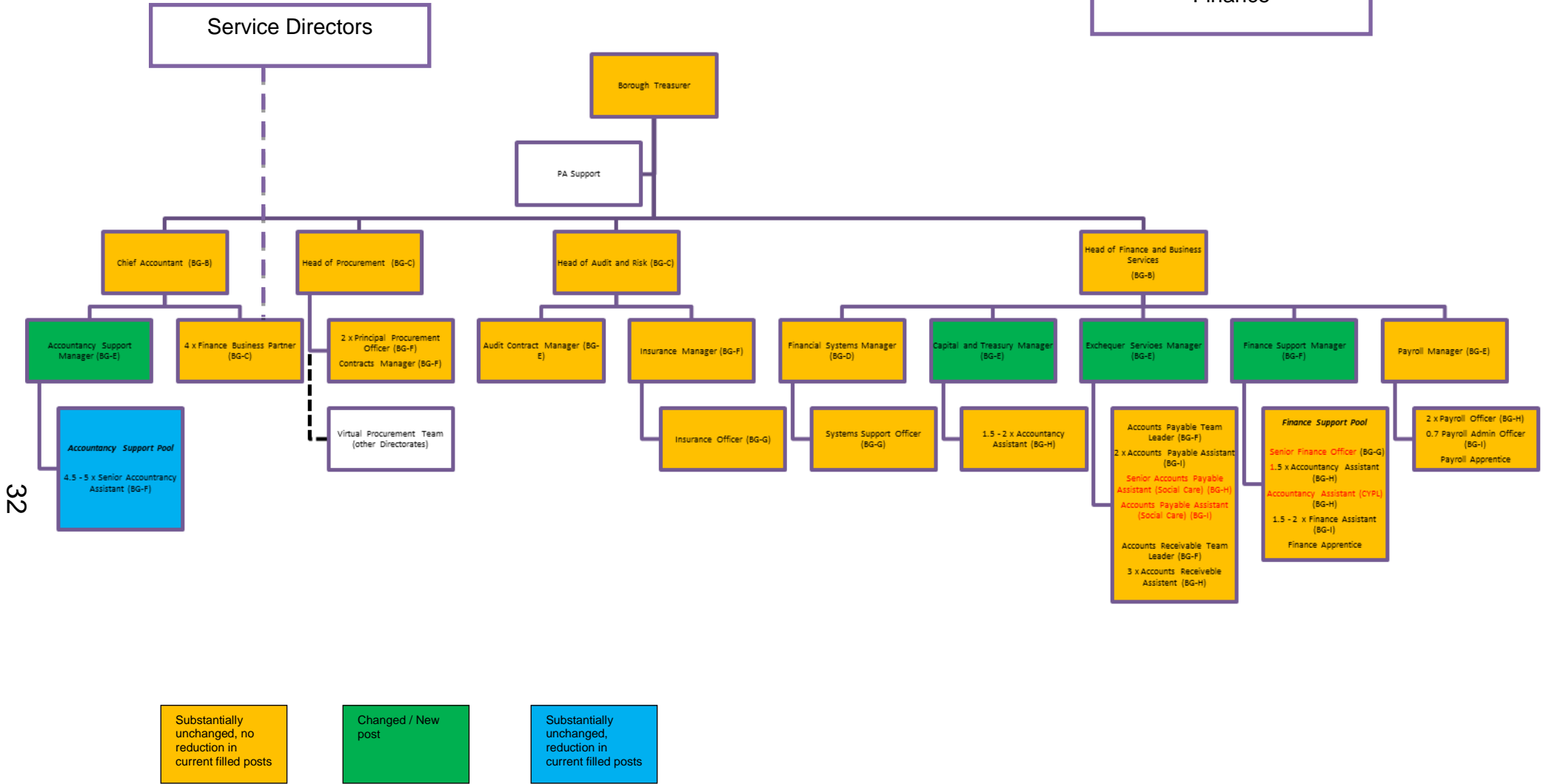
Stuart McKellar, Borough Treasurer ext. 2180

stuart.mckellar@bracknell-forest.gov.uk

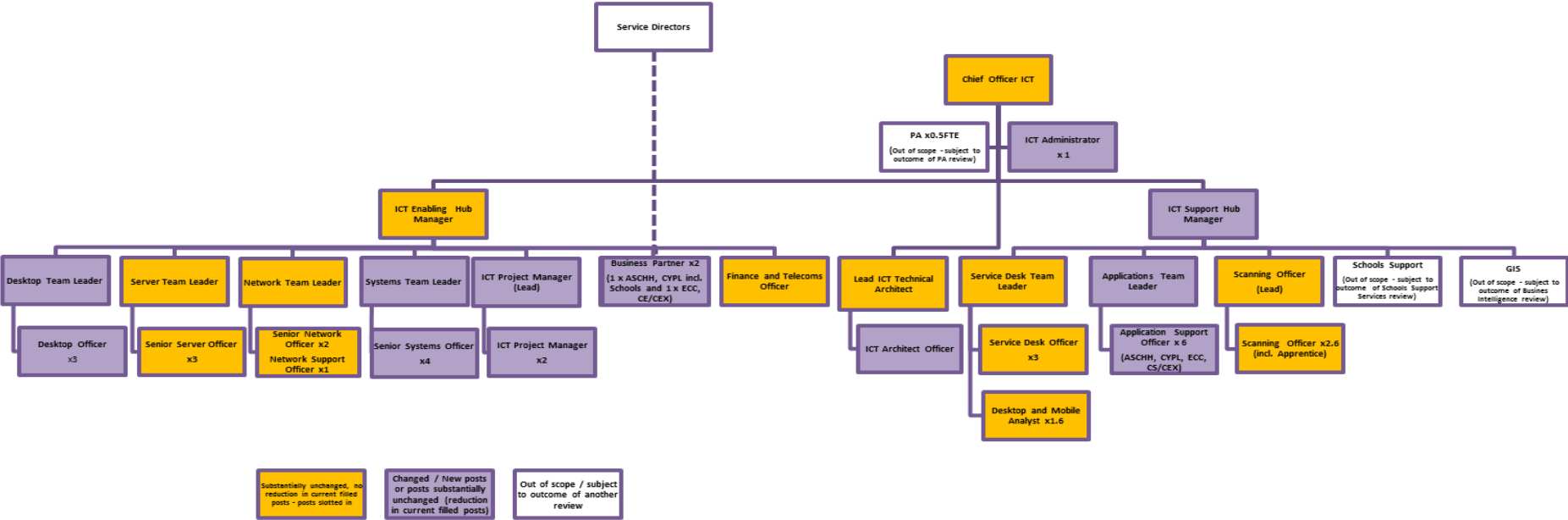


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Finance



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Initial Equalities Screening Record Form (Appendix C)

| | | |
|--|--|-------------|
| Date of Screening: May 2017 | Directorate: Corporate Services | Section: HR |
| 1. Activity to be assessed | Council Wide Support Services Review 2017 – Staff Restructure | |
| 2. What is the activity? | <input type="checkbox"/> Policy/strategy <input type="checkbox"/> Function/procedure <input type="checkbox"/> Project <input type="checkbox"/> Review <input type="checkbox"/> Service <input checked="" type="checkbox"/> Organisational change | |
| 3. Is it a new or existing activity? | <input checked="" type="checkbox"/> New <input type="checkbox"/> Existing | |
| 4. Officer responsible for the screening | Nikki Gibbons | |
| 5. Who are the members of the screening team? | Angela Lee | |
| 6. What is the purpose of the activity? | <p>Implementation of the new CWSSR Target Operating Model across all council support services (HR, ICT, Finance, Procurement and Property) in order to achieve efficiencies, implement new ways of working and make organisational change necessary to achieve the required budget savings. This screening will impact assess if any part of the workforce will be disproportionately impacted by the implementation of the staff restructure. The new ways of working, self service, technology and process changes are not part of this screening..</p> <p>Redundancies are handled in line with the Council's organisational change policy/procedure.</p> | |
| 7. Who is the activity designed to benefit/target? | <p>The review is designed to provide more efficient and effective support services to business functions across the Council and is based on:</p> <p>Self-Service: Increased use of technology and digital tools to automate transactions and streamline processes for all services in scope</p> <p>Transaction Hub: Delivering simpler tasks across common services, providing core organisational support and contact with users</p> <p>Business Partners in each directorate: Professionals working with strategic leaders and line managers to deliver core objectives and effective support services</p> <p>Strategic Centre: Includes HR, Finance and ICT and would deliver complex tasks and develop strategy, vision and policy</p> <p>Centres of Expertise: Function specific (Legal, Property and Procurement) with specialist knowledge</p> | |

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| | delivering consistent support to all areas of the Council | | | |
| | <p>The implementation of the TOM will benefit the Council (including Members and staff) and the local community the Council serves by enabling the provision of quality Corporate Services in a more efficient and effective way and will provide:</p> <ul style="list-style-type: none">• greater opportunities for career progression for staff• a scalable model of delivery for the future• a single, uniform, coordinated approach to Advice & Strategy• simplified processes with greater use of self serve for managers and services <p>Staff fully participated in the engagement and consultation process which was extended in light of the useful suggestions made by staff. Selection processes allowed staff in each functional group to express up to 4 preferences for roles they wished to be considered for. Panel interviews took place by functional area and panels included independent officers representing service Directorates.</p> <p>Staff – 17 members of staff will be made redundant if no further suitable redeployment can be found. It is part of our organisational change procedure to seek alternative employment for all those at risk of redundancy.</p> | | | |
| Protected Characteristics | Please tick yes or no | Is there an impact? What kind of equality impact may there be? Is the impact positive or adverse or is there a potential for both? If the impact is neutral please give a reason. | | What evidence do you have to support this? E.g equality monitoring data, consultation results, customer satisfaction information etc Please add a narrative to justify your claims around impacts and describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making, include consultation results/satisfaction information/equality monitoring data |
| 8. Disability equality | Y ✓ | N | Minimal impact. | 1 person out of 17 has declared a disability. Due to the small sample size this equates to 5.8%. The non school workforce has 3% with a declared disability. |
| 9. Racial equality | Y | N ✓ | None | All are White British The non school workforce is 86.4% White British. |

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| | | | | |
|--|--|--------|-----------------|---|
| 10. Gender equality | Y | N ✓ | None | Six males (35%) and eleven females affected (64.7% female). The non school workforce is 71% female. |
| 11. Sexual Orientation equality | Y | N ✓ | None | 15 individuals identified as heterosexual (88%) and 2 did not specify orientation. The non schools workforce is 83.7% heterosexual. |
| 12. Gender re-assignment | Y | N ✓ | None | No known instances of staff concerned having had gender reassignment. |
| 13. Age equality | Y | N ✓ | Broadly neutral | 12 (70%) of the redundant employees are over 50. 5 are 30-49 (29%) and none are under 30. 41.3% of the non schools workforce are over 50 and 46.6% are 30-49. It should be noted that 12 (70%) of the redundancies were Voluntary Requests requests and only 5 (29%) are compulsory. Of the 12 VR requests, 10 were over 50 (83%) and 2 were 30-49 (16%). It is expected that there will be a greater proportion of requests for redundancy from those over 50 where it results in early retirement facilitating early access to pension schemes. |
| 14. Religion and belief equality | Y | N ✓ | None | 11 identified as Christian (64.7%), 1 as "other" (5.8%) and 5 as "none" (29.4%). In the non schools workforce 54.4% are Christian and 3.6% other, with 28.8% identifying as having no religion. |
| 15. Pregnancy and maternity equality | Y | N ✓ | | None known |
| 16. Marriage and civil partnership equality | Y | N ✓ | | None known |
| 17. Please give details of any other potential impacts on any other group (e.g. those on lower incomes/carers/ex-offenders) and on promoting good community relations. | <p>The range of grades affected is broad and includes grades D (5 / 29%), E (2 / 12%), F (5 / 29%), G (3 / 18%), and H (2 / 12%).</p> <p>The distribution by function is 6 (35%) from HR, 6 (35%) from IT and 5 (29%) from Finance.</p> <p>When reviewing which Directorates the staff were from the distribution is 12 (71%) from Corporate Services, 1 (6%) from ASCHH, 4 (24%) from ECC and none from CYPL.</p> | | | |

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| | | | |
| 18. If an adverse/negative impact has been identified can it be justified on grounds of promoting equality of opportunity for one group or for any other reason? | The small numbers involved can make comparisons on the basis of percentages misleading. | | |
| 19. If there is any difference in the impact of the activity when considered for each of the equality groups listed in 8 – 14 above; how significant is the difference in terms of its nature and the number of people likely to be affected? | <p>The personal characteristics of the individuals to be made redundant are not known to decision makers at the initial stages ie when the decisions are taken to reduce and redesign services.</p> <p>The numbers affected are small and this can lead to a disproportionate impact on percentages.</p> <p>There is no significance perceived in the adverse impacts identified.</p> | | |
| 20. Could the impact constitute unlawful discrimination in relation to any of the Equality Duties? | Y | N✓ | No. There is no evidence that discrimination is a factor in the selection of services to be reduced or employees to be made redundant. |
| 21. What further information or data is required to better understand the impact? Where and how can that information be obtained? | None | | |
| 22. On the basis of sections 7 – 17 above is a full impact assessment required? | Y | N✓ | The explanations offered above are deemed sufficient not to warrant a full EIA. The impact on the individuals At Risk of redundancy is mitigated by seeking redeployment for them; by holding individual meetings with them to discuss their skills and experience, and to explain their severance package. Posts in the teams affected are “ringfenced” for At Risk employees. Other posts which become vacant during this period are looked at on a case by case basis, and those which could potentially provide a redeployment opportunity are advertised internally only to allow those At Risk to apply before any external competition is considered. |
| 23. If a full impact assessment is not required; what actions will you take to reduce or remove any potential differential/adverse impact, to further promote equality of opportunity through this activity or to obtain further information or data? Please complete the action plan in full, adding more rows as needed. | | | |
| Action | Timescale | Person Responsible | Milestone/Success Criteria |

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| | | | |
|---|--|-----------------------------|--|
| Ensure equality of opportunity throughout the redeployment period | During notice period | CO:HR & HR Heads of Service | Maintenance of Corporate At Risk Register and preferential consideration for suitable vacancies arising during the notice period Provision of ongoing HR support to staff At Risk |
| 24. Which service, business or work plan will these actions be included in? | N/A | | |
| 25. Please list the current actions undertaken to advance equality or examples of good practice identified as part of the screening? | Individuals will be individually contacted by an HR adviser to discuss possible redeployment, and to help them where necessary with CVs and other aspects of job search. | | |
| 26. Chief Officers signature. | Signature: Nikki Gibbons Date: May 2017 | | |

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of the Local Government Act 1972.

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**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

REGENERATION SUPPORT OFFICER - REDUNDANCY (Assistant Chief Executive)

1 PURPOSE OF REPORT

- 1.1 This report notifies the committee that the post of Regeneration Support Officer be made redundant.

2 RECOMMENDATION

- 2.1 **That the Employment Committee agree that the post of Regeneration Support Officer be made redundant with effect from 30 September 2017.**

3 REASONS FOR RECOMMENDATION

- 3.1 The post of Regeneration Support Officer was established to provide resource for the council to support Bracknell Regeneration Partnership (BRP) in the town centre regeneration.
- 3.2 Funding for this post is provided by BRP.
- 3.3 With the Lexicon opening on 7 September, this key phase of the regeneration will be complete and therefore the requirement for regeneration support work will cease, with funding for the post withdrawn by BRP on 30 September 2017

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 The post of Regeneration Support Officer was created in spring 2011 following successful completion of the Waitrose phase of the town centre regeneration and implementation of the first phase of Town Centre Compulsory Purchase Order on properties in Market Place.
- 5.2 The amount of work required to progress work on the regeneration plans increased dramatically with drafting of the Development Agreement between the council and BRP, processing Market Place CPO acquisitions and settlements and procuring and monitoring consultants contracts whilst continuing to support existing retailers and businesses in the town.

- 5.3 BRP agreed to fund a support post at the council so that this work could progress without delay. The funding would remain until construction on the main site was complete.
- 5.4 The post was filled in May 2011 and the post holder remains in post to date on a part time, permanent contract working 29.6 hours per week on the salary pay scale BG-H. Pro rata salary for 2017/2018 is £19,339.20.
- 5.5 BRP has announced that, with The Lexicon opening in September, CPO acquisitions and settlements largely complete and a new BRP marketing manager in place, they can no longer fund the council post. Funding will therefore be withdrawn at the end of September.
- 5.6 There is no provision in council staff budget to continue to fund the post and the Council no longer has a requirement for work of this nature to be undertaken.
- 5.7 Discussions between HR, the post holder and the post holder's line manager have taken place and a period of consultation undertaken.
- 5.8 The cost of the proposed redundancy will be met from the Structural Changes Fund. Details are included in Appendix A.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The HR process has been undertaken in line with the Council's Organisational Change protocol and Employment law requirements. With regard to the latter it is clear that the statutory definition of redundancy has been met in all cases (ie the requirement for staff to carry out work of a certain kind has ceased or diminished.) Procedurally appropriate consultation has taken place and steps have been taken, without success, to secure suitable alternative employment.

Borough Treasurer

- 6.2 The financial implications are set out in the body of the report and in Appendix A. One-off severance costs will be met from the Structural Changes earmarked reserve.

Equalities Impact Assessment

- 6.3 n/a

Strategic Risk Management Issues

- 6.4 n/a

Other Officers

- 6.5 Corporate Services HR Manager

7 CONSULTATION

Principal Groups Consulted

- 7.1 The post holder affected by the proposed redundancy has been consulted with.

Method of Consultation

- 7.2 In accordance with the Council's redundancy handling policy.

Background Papers

None

Contact for further information

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Chief Executive's Office
01344 355 684

Victor.Nicholls@bracknell-forest.gov.uk

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of the Local Government Act 1972.

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TO: EMPLOYMENT COMMITTEE
5 JULY 2015

TRANSFORMATION PROGRAMME – LIBRARIES STOCK MANAGEMENT RESTRUCTURE

Director of Environment, Culture & Communities – Human Resources

1. PURPOSE OF REPORT

- 1.1. This report asks the Employment Committee to approve five redundancies following an organisational restructuring of the Library Services stock and back office administration team.
- 1.2. The proposals arise from the Library review which forms part of the Council's Transformation Programme and over the last nine months it has been exploring ways in which to meet the savings target of £400k. This restructure is in light of the introduction of supplier selection and streamlining of processes. Savings made will go towards the 17/18 target of £250k.

2. RECOMMENDATIONS

- 2.1. **Agree that the post holders listed in Annexe B be declared redundant, effective as soon as reasonably practical, with the costs being met from the Structural Changes Fund (subject to any redeployment opportunities offered to those affected).**
- 2.2. **That the original and proposed structures detailed in Annexe A are noted.**

3. REASONS FOR RECOMMENDATION

- 3.1. The transformation review of library services identified inefficiencies in existing stock selection practice that was a catalyst for detailed review in order to make genuine efficiencies which would realise cash savings. The proposed new way of working will more efficiently deliver the materials sought by customers, involve more staff in selection, and ensure the limited stock selection budget is more effectively applied.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. Making minor adjustments to the existing staff structure and processes was considered but these changes would not generate any significant level of saving and would leave in place an outdated way of working.

5. SUPPORTING INFORMATION

5.1. Service Delivery Review

The transformational review of Library Services has been the catalyst for the development of a new process for stock management that gives all staff an involvement in stock selection and circulation, making the most of local knowledge and staff expertise. Fully automating the stock purchasing process will make it more efficient and

realise cash savings. The Employment Committee is asked to note the redundancies associated with the required organisations restructure.

- 5.2. The existing posts within the current structure reporting to the Library Services Manager are shown in table 1 below:

Table 1

| | |
|--|--------------------------------|
| 1. Stock Services Support Manager (Vacant) | 2. Ordering Assistant |
| 3. Buildings Manager (Vacant) | 4. Stock Assistant |
| 5. Stock Services Librarian | 6. Stock Development Librarian |
| 7. Stock and Cataloguing Assistant | 8. Library Support Officer |
| 9. Clerical Assistant | 10. Admin Finance Officer |

- 5.3. In line with recommendations made during the stock management review of the plan phase and approved by the executive on the 14th March 2017 there are a series of changes currently being implemented. These changes enable a restructure and reduction in posts by automating stock selection, involving staff in stock selection and bringing efficiencies to many existing processes.

- 5.4. The proposed posts for the new structure reporting to the Central Services Manager are shown below in table 2:

Table 2

| |
|---------------------------------------|
| 1. Library ICT Development Officer |
| 2. Stock Management Officer |
| 3. Finance and Administration Officer |

This results in a reduction of posts working on stock selection from 10 to 3. All 3 remaining posts will have additional responsibilities linked either to the stock selection processes or the planned increase in operational ICT support required through the introduction of self-service and technology assisted opening. Of the 7 deleted posts, 2 are already vacant therefore the number of redundancies is 5 given that no re-deployment has proven possible.

- 5.5. Consultation process

During 11 to 26 April staff 'within scope' were consulted and unions were included. Staff within the whole service were also made aware of proposals and given the opportunity to comment. 50+ questions/queries were received and all were responded to. The questions, views and requests for clarification covered a whole range of areas including business processes, financial matters, the job descriptions / structure itself, and HR matters.

Having taken all of the responses in hand it was confirmed that the new structural arrangements remained as proposed and as such each of the 'posts' were put 'At Risk' as they either significantly changed in principal duties and responsibilities, or were scheduled to be deleted, or the number of such posts were to be reduced.

5.6. Appeals process

Staff 'within scope' were notified of their 'at risk' status on the 4 May 2017 during a consultation feedback meeting to which union representatives were invited. Staff were then given the opportunity to lodge appeals against being 'at risk', the deadline for this was 9 May 2017.

No appeals were received.

5.7. Selection process

Deadlines for completed preference forms and applications for the 3 new posts was the 11 May 2017.

We received 5 requests for voluntary redundancy and 2 applications for positions. One individual resigned during the selection process and had taken up an alternative post within the Council. Following a review of skills against the person specifications and requests for voluntary redundancy, 2 individuals were selected for posts. The outcome of the selection process was communicated to staff between 19 and 22 May.

5.8. Appeals to selections made

A deadline of 25 May 2017 for appeals to selections was given. No appeals were received

6. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

6.1. Borough Solicitor

The HR process has been undertaken in line with the Council's Organisational Change protocol and Employment law requirements. With regard to the latter it is clear that the statutory definition of redundancy has been met in all cases (i.e. the requirement for staff to carry out work of a certain kind has ceased or diminished.) Procedurally appropriate consultation has taken place and steps have been taken, without success, to secure suitable alternative employment.

6.2. Borough Treasurer

The annual saving as a result of the proposals outlined above will be £92,013. The redundancy cost, as detailed in Appendix B, will be met from the Structural Changes Fund (subject to any redeployment opportunities offered to those affected).

6.3. Equalities Impact Assessment

A full equalities impact assessment has been completed as is available.

6.4. Strategic Risk Management Issues

Failure to implement proposals involving staff reductions will result in significant alternative savings needing to be found in the Council's budget. There may be resource capacity issues in parts of the organisation as a result of these measures which will need to be managed.

7. CONSULTATION

Principal Groups Consulted

7.1. Employees affected have been individually consulted. Trades unions have been formally consulted throughout the process.

Contact for further information

Vincent Paliczka

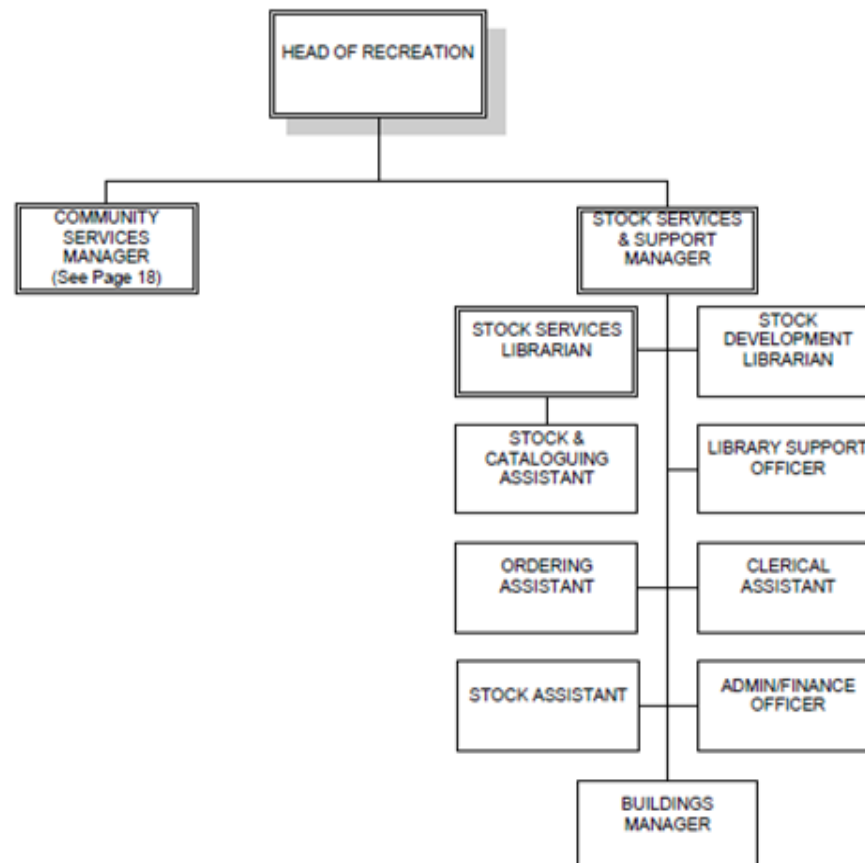
Director of Environment, Culture and Communities

01344 351751

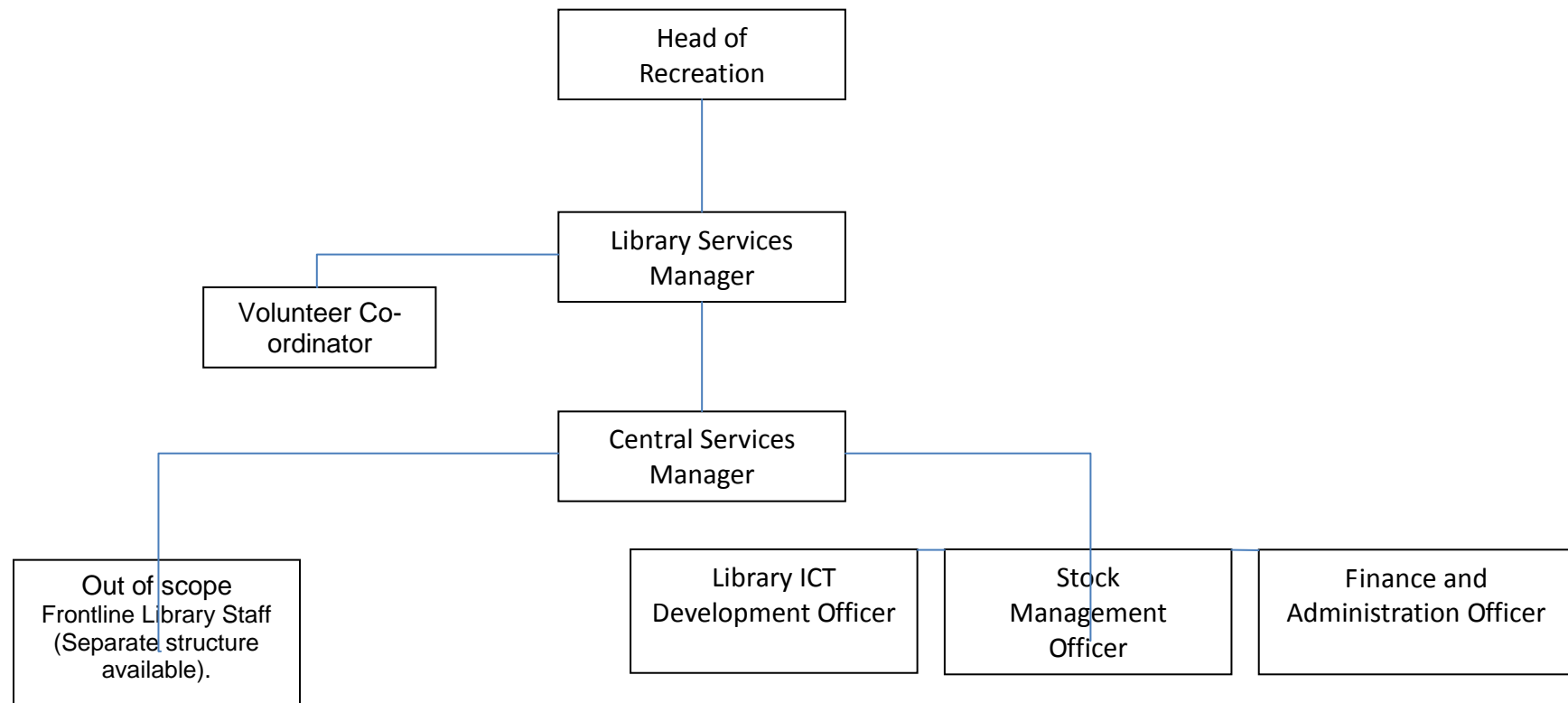
Vincent.Paliczka@bracknell-forest.gov.uk

Annexe A - Existing Structure - Environment, Culture & Communities – Leisure & Culture – Libraries October 2016

Temporary arrangement



Proposed Structure - Environment, Culture & Communities – Libraries Stock and Support Services April 17



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**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

YOUNG PEOPLE SUBSTANCE MISUSE WORKER Chief Officer: Commissioning & Resources

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform Employment Committee that the post of Young Peoples Substance Misuse Worker is redundant.

2 RECOMMENDATION

- 2.1 **That Employment Committee notes that the changes detailed below mean that following the consultation with the post holder the post of Young Peoples Substance Misuse Worker is made redundant subject to the Councils redeployment process.**

3 REASONS FOR THE RECOMMENDATION

- 3.1 The new in house substance misuse service does not include a dedicated Young Peoples Substance Misuse Workers post.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There are no suitable alternatives.

5 SUPPORTING INFORMATION

- 5.1 The Drug & Alcohol Action Team went through a tender process in respect of the substance misuse services, with a revised specification to deliver savings of £80,000. However it was decided that the offer submitted could not be accepted and the Executive took the decision that the service would be bought in house.
- 5.2 Bringing the service offered the opportunity to remodel the service, with the aim of ensuring at least the same level and quality of service as existed under the previous model, and at a reduced cost. Part of remodelling the service includes restructuring the team. The new structure gives the chance to staff to improve their knowledge across the range of services run by the DAAT, and therefore does not have a specific young people's role. This is in part due to the reduction in the numbers of young people, but also means that this is part of the generic Recovery Facilitator roles.
- 5.3 This does however mean that the role of Young Peoples Substance Misuse Worker no longer exists and therefore is at risk of redundancy subject to redeployment.
- 5.4 Following consultation, it is considered that the alternative posts available are not Suitable Alternative Employment, and the post-holder should be made redundant.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The role of Young Peoples Substance Misuse Worker has ceased to exist in the proposed structure. In the absence of suitable alternative employment, the post is redundant and the current incumbent is entitled to a redundancy payment subject to meeting the 2 year continuous employment criteria.

Borough Treasurer

- 6.2 Any costs of redundancy are met from the Council's structural changes reserve.

Equalities Impact Assessment

- 6.3 An equalities impact assessment was completed as part of the tender process.

Strategic Risk Management Issues

- 6.4 N/A

Borough Human Resource Manager

- 6.5 The current post holder has been consulted with under the Council's Organisational Change Protocol and is currently "At risk" of redundancy. The redeployment process has been started. As stated neither of the alternative roles are suitable alternative due to the changes in working patterns and skills required within them but redeployment will continue to be sought throughout the notice period.

7 CONSULTATION

Principal Groups Consulted

- 7.1 N/A

Contact for Further Information

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Neil.haddock@bracknell-forest.gov.uk

Jillian Hunt, Adult Social Care, Health & Housing – 01344 351653

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**TO: EMPLOYMENT COMMITTEE
5 JULY 2017**

REVIEW OF PERSONAL ASSISTANTS Director of Corporate Services (Chief Officer: Human Resources)

1 PURPOSE OF REPORT

- 1.1 This report follows the decision taken by the Chairman in consultation with the Chief Executive based on the paper prepared for the Special Employment Committee in May 2017 (attached Appendix A) regarding the review of the Council's Personal Assistant (PA) Support and deletion of 5.75 FTE posts. This report notifies committee of a further deletion of 1 PA post on the grounds of redundancy following the subsequent resignation of a Chief Officer and a proposal not to fill this position.

2 RECOMMENDATION

- 2.1 **That Committee agree the deletion of the post identified in Exempt Appendix B with effect from 31 August 2017 on the grounds of redundancy.**

3 REASONS FOR RECOMMENDATION

- 3.1 To achieve further savings by reducing the number of PAs across the Council.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Maintain the level of staffing approved as a result of the PA Review, however there is an opportunity to achieve further savings.

5 SUPPORTING INFORMATION

- 5.1 PA support across the Council was reviewed in late 2016 and early 2017 with the recommendations being agreed by the Chairman of Employment Committee and the Chief Executive in May 2017. At that time the deletion of 5.75 posts were approved.
- 5.2 Since that time the Assistant Chief Executive has resigned and will be moving to new Authority. The PA to that post has now expressed an interest in being made redundant, as she would have volunteered under the previous review, had she been aware that the Assistant Chief Executive would be leaving.
- 5.3 It is anticipated that the position of Assistant Chief Executive (ACE) will not be recruited to, therefore approving a further redundancy at a PA level would mean additional savings could be achieved, whilst being mindful that if the position is not filled, fewer PAs would be required in the future.

- 5.4 This further reductions and redundancy could be managed given that the ACE position is not being filled in the Chief Executive's Office . It would require the remaining PAs to be used more flexibly and this will be managed and co-ordinated by Directors.
- 5.5 The initial target for PA support, during the early stages of the review, had been to achieve a 1:3 ratio. This further redundancy will move the Council further towards that target and achieve further savings.
- 5.6 The level of saving which would be achieved if the proposal was approved, would be an additional £29,672 (based on the calculation used in Finance for budgeting purposes of using the mid point of the grade plus on costs, with a 3% vacancy factor). As savings in May were reported as £181k, this would mean that an overall saving of £210,672 for the PA review.
- 5.7 The redundancy figures can be seen in Appendix B. It is worth noting that there are no Capitalised costs associated with this proposed redundancy.
- 5.8 It is recommended that the effective date for the new level of support is 31 August 2017 which would mean the member of staff, if redundancy is approved may need to be offered 4 weeks pay in lieu of notice.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 There are no specific legal implications arising from the recommendation in this report

Borough Treasurer

- 6.2 The financial implications are set out in the body of the report and in Appendix A. One-off severance costs will be met from the Structural Changes earmarked reserve.

Equalities Impact Assessment

- 6.3 Not applicable.

Strategic Risk Management Issues

- 6.4 Not applicable.

Other Officers

- 6.5 Chief Officer: Human Resources.

7 CONSULTATION

Principal Groups Consulted

- 7.1 PAs, Corporate Management Team and Senior Leadership Group, Recognised Trade Unions

Method of Consultation

- 7.2 Face to face consultation meetings and written feedback/ consultation.

Representations Received

- 7.3 As set out within this report

Background Papers

Contact for further information

Nikki Gibbons

Chief Officer: Human Resources, Corporate Services - 01344 352062

Nikki.Gibbons@bracknell-forest.gov.uk

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**BRACKNELL FOREST COUNCIL
URGENT ACTION TAKEN UNDER DELEGATED POWERS
(Chief Executive)**

1. Background

As part of the ongoing Transformation of the Council and review of services to seek savings, a review has been conducted into the PA support for Directors and Chief Officers across the Council, with a view to modernising the way officers work and rationalising the number of PAs to best by introducing a 1:2 ratio and requiring Chief Officers as opposed to having a dedicated support. The report attached, prepared for Employment Committee, shows the full details.

2. Need for urgent action

Sufficient volunteers have come forward resulting in the avoidance of a situation where no compulsory redundancies will be required and no selection process will be needed. However, there will need to be an exercise to redistribute the remaining PAs to Chief Officers to ensure the structures in Appendix A of the report are achieved. This would involve a limited number of some staff transferring to a different department. Directors will be involved in the process to decide how those staff are reallocated. If the decision to make the redundancies is not made until the May Employment Committee, then the redundancies would not take place until later in the year and that reallocation exercise will be delayed. In addition, the uncertainty for all the individuals concerned will be prolonged. It is therefore proposed that the Chairman in consultation with the Chief Executive, approves the redundancies outlined in the report, to take effect from 31 May 2017. The voluntary redundancies can then be effected more swiftly and the process of reallocating PAs can begin in addition to making further savings by enacting the decision sooner.

3. Redeployment

Redeployment will continue to be sought for staff concerned and should a suitable alternative employment arise for any of the staff proposed to be made redundant, this will reduce the numbers to be made redundant.

4. Financial Implications

The cost implications to the Council are outlined in detail in the Exempt Appendix of the Employment Committee report attached.

5. Action Required

To issue redundancy notice to the posts outlined in the attached report and delete the posts with effect from 31 May 2017 shown.

To make the necessary severance payments under the terms of the Council's Severance Policy.

I have authorised the actions outlined above:

.....

Timothy Wheadon, Chief Executive

.....

Date

I confirm that I have been consulted and concur with the actions outlined above:

.....

Robert McLean, Chairman, Employment Committee

.....

Date

TO: EMPLOYMENT COMMITTEE

10 MAY 2017

REVIEW OF PERSONAL ASSISTANTS
Director of Corporate Services (Chief Officer: Human Resources)

1 PURPOSE OF REPORT

- 1.1 This report follows a Council Wide review of the structure within the Council's Personal Assistant (PA) Support. It proposes the deletion of 5.75 PA posts on the grounds of redundancy and reduces the ratio of PA support to Chief Officers.

2 RECOMMENDATION

- 2.1 **That approval is given to the deletion of the posts identified in Exempt Appendix B with effect from 3 August 2017 on the grounds of redundancy.**

3 REASONS FOR RECOMMENDATION

- 3.1 To achieve savings by reducing the number of PAs across the Council, to modernise the way senior managers work and provide role models for self reliance and 21st century ways of working.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Maintain the current level of staffing and working practice, however this would not achieve the target savings required of £100-£200k.
- 4.2 Maintain current working practices however this would not promote the 21st Century Manager from Senior Management level and the modern approach which managers across the Council will be expected to adopt.

5 SUPPORTING INFORMATION

- 5.1 The role of PAs was last reviewed in 2011 in a review that covered Corporate Services and Chief Executive's Office only, the outcome of that review was to introduce some sharing of PAs between Chief Officers in the Departments. Since that time the Transformation Board has been set up and is committed to review all services across the Council. The provision of PA support, whilst not included as part of the wider Transformation programme, it is necessary to review this area of support, particularly as the Council is promoting a change to the role of managers working practices to develop and transform the Council.
- 5.2 PAs and Directors / Chief Officers have been fully engaged in the review with indepth consultation and analysis of tasks undertaken by PAs, and to determine future requirements and support was required from PAs to Directors / Chief Officers.
- 5.3 An analysis of tasks undertaken by current PAs highlighted a high percentage of time spent organising and maintaining diaries and typing/formatting documents, briefing papers and presentations. In addition there was a large variety of additional tasks undertaken, including supporting other officers (which should be reduced as Managers are expected to become more self reliant), and tasks could be performed at a lower level by administrative or clerical staff.

- 5.4 The current structure gives all Directors and the Chief Executive 1:1 PA support. In addition the majority of Chief Officers have 1:1 support. As Senior Managers are expected to be more self reliant and be champions for a more modern approach to working, it was identified following the review that the current level of PA support can be reduced.
- 5.5 Following the review it is proposed that the ratio of PA support to Directors and Chief Executive will remain as 1:1 support and as those PAs are contracted to specifically to provide support to Directors and Chief Executive and there was a continued need at this level, therefore it was agreed to take them out of scope.
- 5.6 The proposals set out in this report therefore concentrate on support to Chief Officers and reduces the ratio from 1:1 support to a 1:2 ratio in Environment, Culture & Communities, Children, Young People & Learning and Adult Social Care, Health & Housing, and a 1:2.3 in Corporate Services / Chief Executive's Office.
- 5.7 The table below shows the current level of staffing and the reduction proposed

| | No of Directors | No of Chief Officers | Current PA support | Future PA Support | Reduction | Ratio for Chief Officers |
|--------|-----------------|----------------------|--------------------|-------------------|-------------|--------------------------|
| CEX/CS | 2 | 7 | 8 (7.25 FTE) | 5 | 2.25 | 1:2.3 |
| CYPL | 1 | 2 + 1 Acting CO | 4 (3.5 FTE) | 2.5 | 1 | 1:2 |
| ASCHH | 1 | 3 | 5 (4 FTE) | 2.5 | 1.5 | 1:2 |
| ECC | 1 | 2 | 3 | 2 | 1 | 1:2 |

- 5.8 The revised structure charts can also be seen in Appendix A.
- 5.9 As the salary range for PAs is £22,547 to £27,407 (2017/2018 rates), the level of saving which would be achieved if the proposals are approved, would be £181k. This has been based on using the mid point of the grade plus on-costs, with a 3% vacancy factor and using the 2016/2017 pay scales as the saving targets were set in that financial year.
- 5.10 The proposed 5.75 reduction in PAs has been achieved by current staff volunteering for redundancy and compulsory selection process was not required.
- 5.11 Based on the current volunteers for redundancy and the departments they currently support, there would need to be an exercise to redistribute the remaining PAs to Chief Officers to ensure the structures in Appendix A are achieved. This would involve some staff transferring to a different department however the role of PA is one which has transferable skills and shouldn't cause too much disruption. Directors will be involved in the process to decide how those staff are reallocated.
- 5.12 It is recommended that the effective date for the new level of support is 4 August 2017 which would mean staff, if redundancy is approved at this Committee, can work out their notice periods and leave on 3 August 2017.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The relevant legal requirements for redundancies have been followed. As candidates have volunteered there should be no legal challenges or requests for reviews.

Borough Treasurer

- 6.2 The financial implications are detailed in the report.

Equalities Impact Assessment

6.3

Strategic Risk Management Issues

6.4

Other Officers

6.5

7 CONSULTATION

Principal Groups Consulted

- 7.1 PAs, Corporate Management Team and Senior Leadership Group, Recognised Trade Unions

Method of Consultation

- 7.2 Face to face consultation meetings and written feedback/ consultation.

Representations Received

- 7.3 As set out within this report

Background Papers

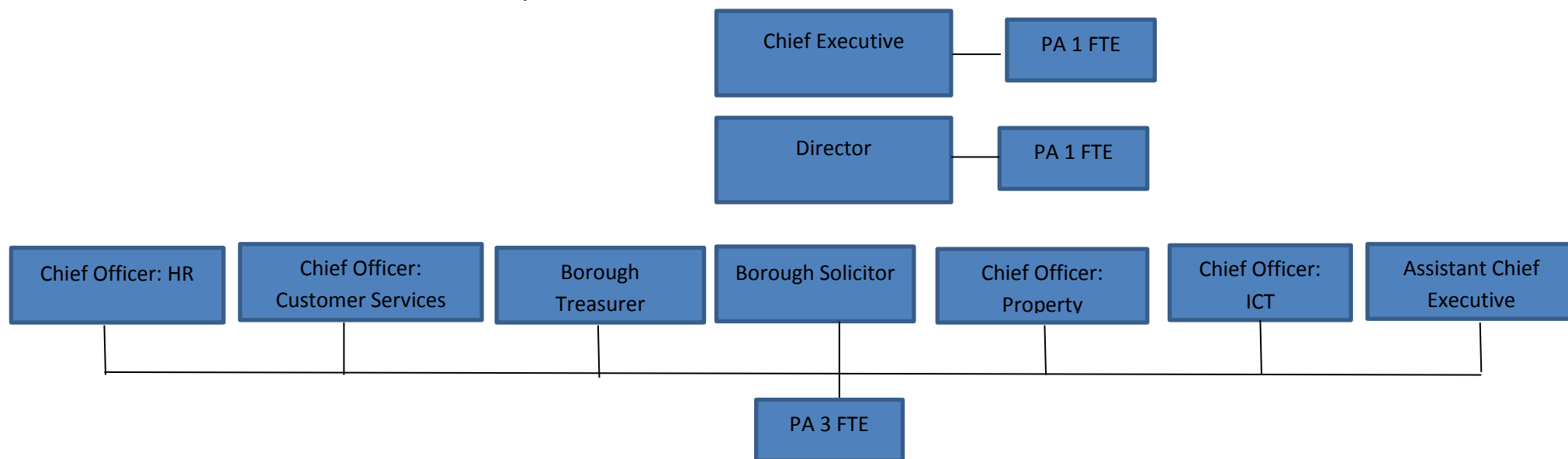
Contact for further information

Nikki Gibbons

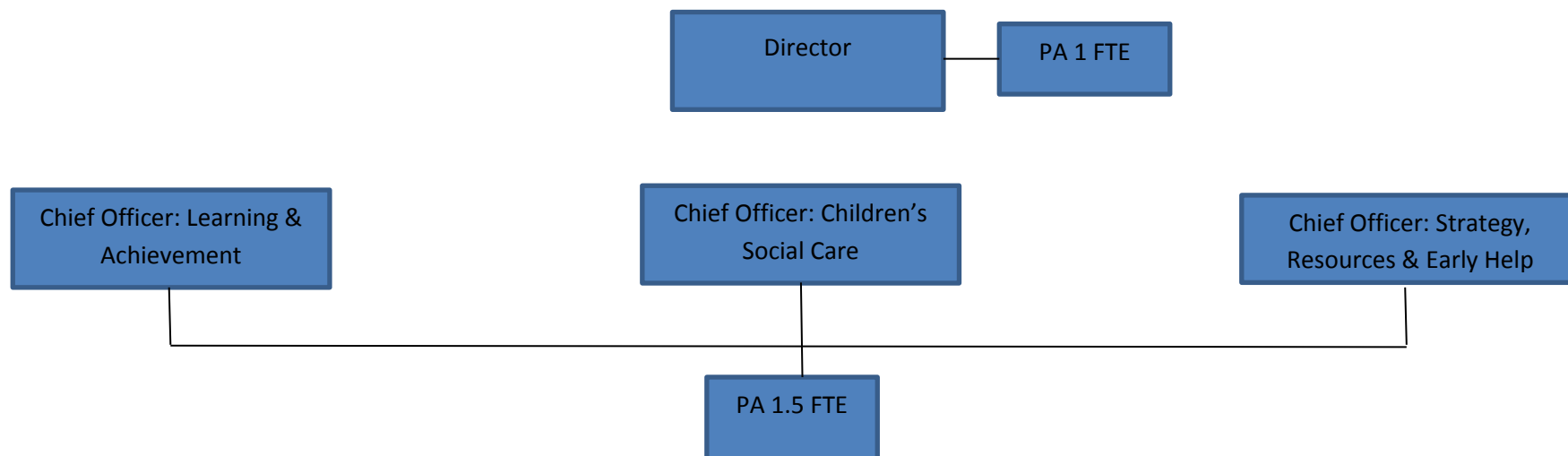
Chief Officer: Human Resources, Corporate Services - 01344 352062

Nikki.Gibbons@bracknell-forest.gov.uk

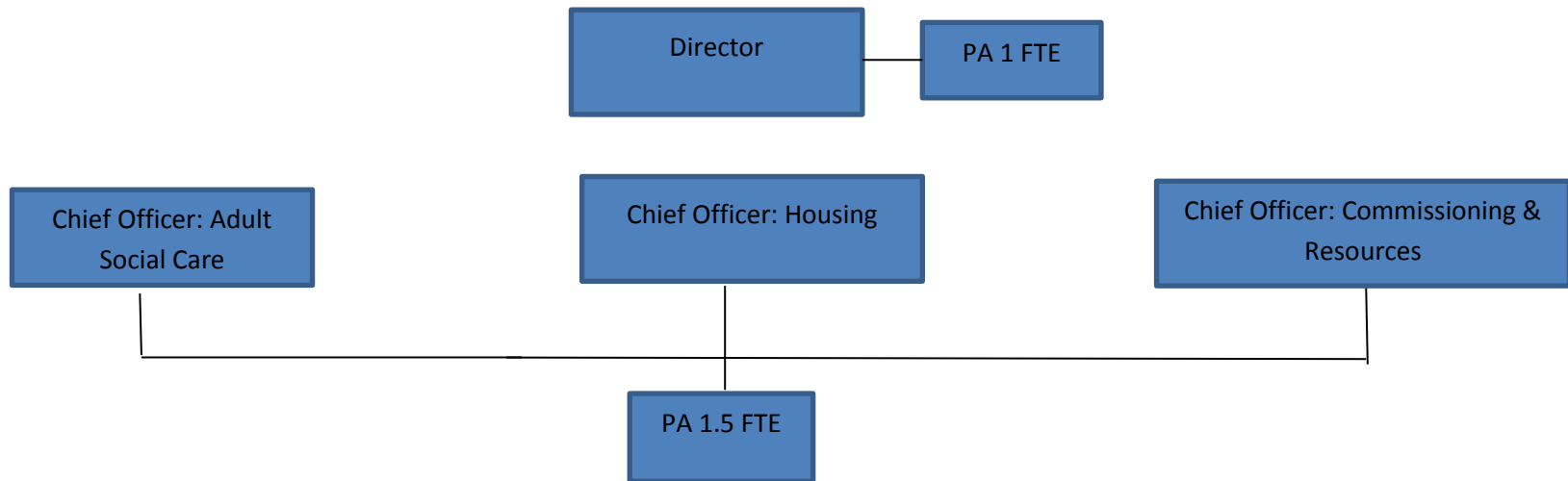
Corporate Services / Chief Executives – 5 PAs in total



Children Young People & Learning – 2.5 PAs in total

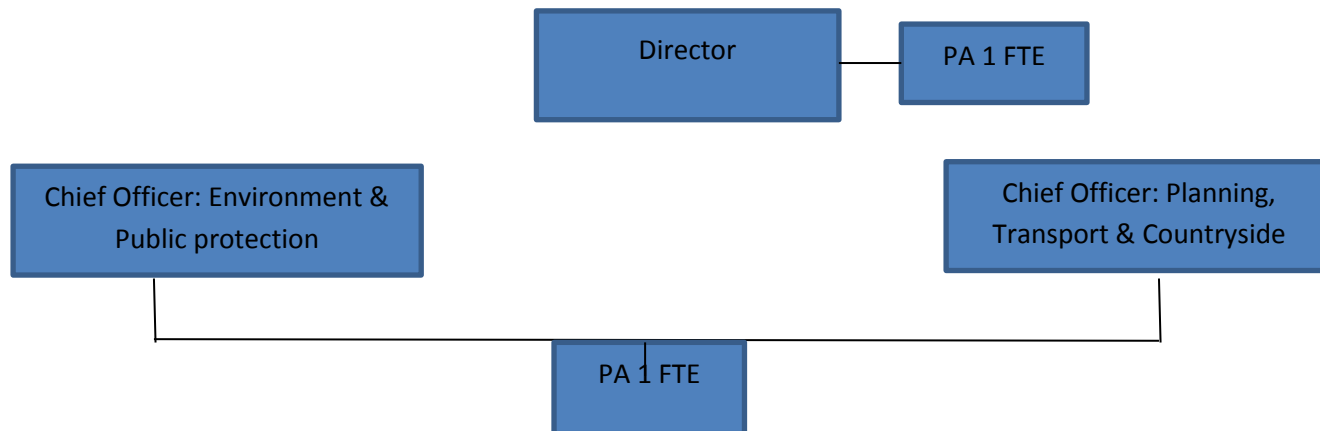


Adult Social Care, Health & Housing – 2.5 PAs in total



NB – PA support for Strategic Director of Public health and Consultant in Public Health is funded externally and is therefore out of scope and not shown above

Environment, Culture & Communities – 2 PAs in total



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