

TO: **EMPLOYMENT COMMITTEE**  
**6 JULY 2016**

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**REVENUE BUDGET 2016/17 – EMPLOYMENT IMPLICATIONS OF SERVICE CHANGES  
TAKEN TO PUBLIC CONSULTATION  
(Director of Corporate Services – Human Resources)**

**1 INTRODUCTION**

- 1.1 The purpose of this report is to identify additional staffing implications arising from the revised financial position for 2016/17. This set of changes was subject to public consultation, which has now closed. The savings proposed were agreed by the Executive on 14 June 2016. The proposals have also been to a meeting of the Local Joint Committee for consultation. The Employment Committee is now asked to consider the report.

**2 RECOMMENDATIONS**

**The Employment Committee is recommended to:**

- 2.1 **Delegate to the Director of Children, Young People and Learning in consultation with the Chairman, the authority to approve the deletion of the posts identified in Exempt Appendix B with effect from the dates indicated, subject to the Council approving the Executive recommendations on 13 July.**
- 2.2 **Delegate to the Director of Children, Young People and Learning in consultation with the Chairman, the authority to agree that the post-holders are declared redundant in accordance with the terms set out in that Exempt Appendix with the costs being met from the Structural Changes Fund (subject to any appeals, subject to any redeployment opportunities offered to those affected, and subject to the Council approving the Executive recommendations on 13 July).**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 To make financial savings to meet the requirements of the revised budgets for 2016/17.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 One option considered was the use of a commissioned service, Berkshire Youth, which have taken on the universal work, leaving Bracknell Forest employees to do just targeted work. The amount of universal provision has been maximised within the constraints of budget.

**5 SUPPORTING INFORMATION**

- 5.1 To achieve a balanced budget in 2016/17, based on estimates of the likely level of budget settlement, the Council had already agreed to make economies of £4 million to partially bridge the budget gap of £10.1 million, not all of which were from staffing costs. Following the budget settlement announcement a further gap of £2.4m had been identified and proposals to meet this further gap have been the subject of consultation and discussion with Members and with staff. Some have already been implemented following decisions at the May Employment Committee, but those in this report could not take place until Public Consultations had concluded.

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- 5.2 The budget proposals focus, as far as possible, on making savings and efficiencies in areas which will have the least direct impact on services to residents. However, for these services there is a proposed impact on residents and therefore a twelve week Public Consultation period began on 24 February and closed on 17 May 2016. EIAs have been separately produced on the service implications; an EIA on the impact on workforce is attached at Appendix C. Council is due to make a decision on the Executive's recommendations (from the 14 June meeting) on 13 July, and so Employment Committee is asked to delegate the authority to make the redundancy decisions to the Director and the Chairman, after the Council has made its final decision on the service changes proposed.
- 5.3 All staff who are potentially affected by the emerging proposals were fully briefed by managers during January 2016, received specific feedback on the Public Consultation on 18 May and received a formal "At Risk" letter on 19 May. More in-depth meetings with those employees were held by departmental HR staff and managers responsible for the service to talk directly to them and to accord with the agreed Organisational Change timetable. A copy of that Protocol is attached as Appendix A; this follows a similar approach to previous years.
- 5.4 When the savings which would be subject to public consultation were first identified, a post in the Community Safety Team was identified; the individual concerned has accepted a part time version of the post as a suitable alternative to redeployment and has been redeployed into that part time role. The proposals impact on the following areas with the detail outlined in Exempt Appendix B:

### 5.5 **Children, Young People and Learning – Youth Services**

#### (a) **Youth Services**

As part of the savings for 2016/17 the proposal to save £75k from the Youth Service was accepted. This included the deletion of 12 part time youth worker posts at 1.88 FTE. This budget proposal meant that centres would open for less time leading to a reduction of universal services for young people. As a result a 12 week public consultation was necessary. There were no representations during this period so the decision to move forward with these savings proposals have been confirmed.

Of the 12 posts, 4 were vacant, and have been deleted, leaving 8 occupied posts. The staff involved have been consulted under the Council procedures and have been treated as being 'at risk' for the purposes of the Council's internal recruitment opportunities. To date, two have been offered positions for redeployment, references 1 and 7 on the exempt appendix; if their trial periods are successful they will not need to be made redundant, and the remaining six posts will be made redundant.

STAFFING IMPACT: 6 POSTS (0.73 FTEs) (subject to 2 successful trial period redeployments)

OR if trial periods unsuccessful, 8 POSTS (1.48FTEs)

**References 1-8 in Exempt Appendix B**

## 5.6 Children, Young People and Learning – Children’s Services

### (a) Children’s Services

It is proposed to delete a Childcare Development Officer post as part of the budget savings exercise.

There are two Childcare Development Officer posts with different responsibilities - one specifically deals with SEN, and the post identified for deletion has responsibility for developing and maintaining the network of home based childcare provision. The deletion of this post would lead to the dissolution of the existing Childminder Network. The network has been under review for the past 6 months as it has not been delivering outcomes for vulnerable families. The childminding network is a very static group of highly qualified childminders and support requirements are very low. When or if support is required a Childcare Development Officer will provide this on an ad hoc basis.

STAFFING IMPACT: 1 POSTS (1 FTE)

### Ref 9 in Exempt Appendix B

#### The Process

5.7 When considering budget reductions, officers first scrutinise the requirements for a particular service or function ie whether it could be changed/reduced/reshaped or what the impact would be if it were no longer provided. Having done so and made a judgement in that context, they then consider 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

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.

5.8 In the majority of cases the notice period will be worked before 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.

#### Conclusion

5.9 The total number of Full Time Equivalents affected by these proposals is 1.73 FTEs, assuming the two trial redeployment periods are successful.

If the two trial periods are unsuccessful, the total number of FTEs is 2.48.

As the process of actively seeking redeployment opportunities will continue right up to the termination date, some staff may secure alternative posts with the Council between the date of decision on redundancy and the effective date as specified on the exempt appendices.

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### 6 **ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

#### Borough Solicitor

- 6.1 Any service restructure involving a reduction of employees has to reflect the requirements of the Employment Rights Act 1996 and the Council's own Redundancy Handling Procedure to ensure that the case for redundancies is genuine and thereafter to ensure that any decisions are predicated on ;
- (1) (Where appropriate) the establishment of a reasonable selection criteria
  - (2) Adequate consultation
  - (3) Consideration of suitable alternative employment

The Council's compliance with this criteria is set out in the main body of the report.

#### Borough Treasurer

- 6.2 The total cost of the proposals outlined in this report is £40,408 if the two trial periods are unsuccessful. The average payback period is 4 months.
- 6.3 The overall cost will reduce if redeployment opportunities are identified. The final cost can be met from the Structural Changes Reserve.

#### Equalities Impact Assessment

- 6.5 An Equalities Screening Record Form has been completed in accordance with Council policy and is attached as Appendix C. Service areas are responsible for EIAs on the service impact of any major changes.

#### Strategic Risk Management Issues

- 6.6 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 commencing with statutory consultation letters and including a special meeting of the Local Joint Committee.

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7.2 As noted above, a Public Consultation was held on the service changes leading to the redundancies described above.

Background Papers

None.

Contact for further information

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**MANAGEMENT OF ORGANISATIONAL CHANGE CHECKLIST & TIMETABLE  
PHASE 2 BUDGET CONSULTATION (For those services subject to Public  
Consultation and EIA)**

**FOR ADDITIONAL BUDGET REDUCTION PROGRAMME**

**12 week consultations began 24 February with Exec Decisions on 14 June; 6 July  
Employment Committee**

<b>Ref</b>	<b>Dates</b>	<b>Description</b>	<b>Responsible Officer(s)</b>
1	15/2/16	Publish Executive papers on budget proposals	BT
2	23/2/16	Executive meeting to consider and decide savings proposals and clear them for public consultation	
3	22/1/16	Notify Trade Union(s) of anticipated redundancies – subject to the Executive agreeing them (S188 letter)	CO:HR - done
4	25/1/16 – 26/1/16	Initial Consultation with all staff potentially affected, in groups and then individually as necessary, also notifying them that Public Consultation will begin shortly.  (Issue letter summarising discussion of proposals including information given, process and deadline for feeding back comments and describing next stage.)	Departmental HR and Director/CO
5	26/1/16 - onwards	Consider vacancies in light of proposals before advertising; potential to hold or advertise internally in some cases. If new jobs are to be created job descriptions/person specifications/JIQs prepared and submitted for job evaluation	Departmental HR and CO
6	Monday 8 Feb	Early letter to staff explaining process	
7	24/2/16 – 17/5/16	Start 12 week Public Consultation period and produce EIAs	Directors
8	18/5/16 – 31/5/16	Period to consider consultation response	

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9	18/5/16	Feedback to affected employees on staff consultation comments/Public Consultation comments and any resulting changes contemplated <u>all still subject to Exec and Committee decisions. Feedback must include proposed date of closures/redundancies if approved.</u>	Director/CO/ HoS of HR
10	19/5/16	Send formal At Risk letters with severance details, copy letter to manager. HR to explain severance figures. <u>All subject to Exec and Committee decisions.</u> Redeployment discussions may have begun informally but here the formal redeployment meetings begin.	Departmental HR
11	25/5/16	Appeals against being placed At Risk to be lodged	Individual/ Departmental HR
12	27/5 – 1/6/16	Appeals against At Risk status heard	Departmental HR/CO
13	1/6/16 – 8/6/16 (can start 27/5 if no appeals)	Selection processes for posts where applicable. (Where there is an appeal against At Risk status this must be resolved before concluding the selection process for the posts for which they are in a selection pool.)	CO/Departmental HR
14	14/6/16	Appeals lodged (against selection decision)	Individual/ Departmental HR
15	14/6/16	Executive approves budget proposals	Executive
16	By 20/6/16	Appeals heard (as above).  Posts no longer At Risk, confirm by letter. Posts still At Risk, confirm by pre-committee letter: must include date of redundancy and date notice to be given.	CO/Departmental HR Departmental HR
17	22/6/16	CMT consider report on Restructure Fund	CMT
18	By Fri 24/6/16	Finalise/publish report for Special Employment Committee and LJC	BT/Directors/CO: HR
19	6 July 16	Local Joint Committee  Employment Committee meet to agree subject to appeals/ delegate authority.	Directors/CO:HR
20	13 July 16	Council considers Exec recommendations	
21	14 July 16	Write out to staff. Notice period begins 1 – 3 months	Departmental HR