

Date of issue: 20th January 2012

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Bains (Chair), Coad, Dale-Gough, Dar, A S Dhaliwal, Grewal, Plenty, Sharif and Stokes)
DATE AND TIME:	THURSDAY, 26TH JANUARY, 2012 AT 6.30 PM
VENUE:	RUBY 4, THE CENTRE, FARNHAM ROAD, SLOUGH, BERKSHIRE SL1 4UT
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK 01753 875011

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

Items 3 and 6 were not available for publication with the rest of the agenda.

Please note that agenda item 5 – presentation on what transactional services will mean for HR will now be made to the meeting on 4th April 2012.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>
3.	HR Policies & Procedures - Employee Relations Machinery in the Council and Collective Grievance Policy and Procedure Appendices A and B	1 - 14
6.	Update on Planning for the Future	15 - 28

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**SLOUGH BOROUGH COUNCIL
EMPLOYEE RELATIONS FRAMEWORK**

1. Purpose and Scope

The Council is committed to achieving positive and effective employee relations to support service delivery and foster a constructive working environment for all staff. This document sets out the agreed processes for negotiation and consultation on all matters affecting employees and also outlines the facilities that will be made available to the recognised Trade Unions and Joint Trade Unions Committee (JTUC) to facilitate these processes. This agreement covers all staff employed by the Council and replaces all previous agreements. This agreement does not cover any person engaged by the Council who is not an employee, i.e. those engaged on 'as and when', contracts for services, via an agency or any other route which is not direct employment.

This document does not cover the Council's standard processes for communicating information to its employees, further information on communication channels can be found on the intranet.

The joint ambition of the Council and the Trade Unions is to ensure appropriate representation for all staff and accordingly the following unions are involved in formal consultation processes:

**Unite
GMB
Unison
AEP
ATL
NASUWT
NUT
NAHT
ASCL**

It is recognised that some issues may be localised and not affect all Trade Unions and therefore, in these circumstances, active participation on specific matters is at the discretion of the respective Trade Unions.

For the purposes of collective bargaining relating to Green Book conditions, the following Unions are authorised to reach collective agreements covering all Council employed staff:

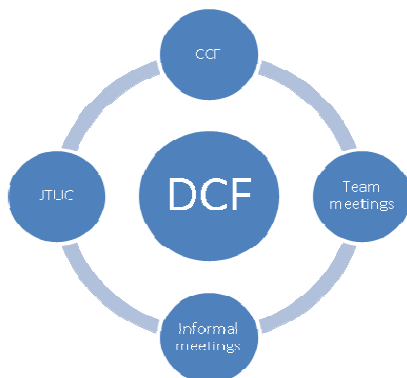
**Unite
GMB
Unison**

Each of these Trade Unions will nominate a named officer of the branch who is authorised to enter into Collective Agreements with the Council. Such agreements will apply to all Council employed staff.

The JTUC (Joint Trade Unions Committee) is the trade union structure which facilitates operation of the local staff side for both union and non-union employees of the Council.

2. Consultation

The central point of the consultation structure is the Directorate Consultative Forum (DCF), this feeds into local team meetings and the Corporate Consultative forum and is complemented by the JTUC and informal meeting with HR and the Chief Executive as indicated.



Directorate Consultative Forum (DCF)

Each Director is responsible for organising their local Directorate Consultative Forum which should meet at least 6 times per year to discuss and resolve local issues, communicate the corporate agenda and receive updates from team and other meetings. The Director's PA is responsible for preparing and circulating minutes of the meeting.

The detailed terms of references including membership and general protocols are attached at appendix 1.

Corporate Consultative Forum (CCF)

The Corporate Consultative Forum (CCF) is a formally constituted committee of the Council. It provides Trade Union representatives with an opportunity to raise matters of collective concern, that are of a corporate nature and have not been resolved at DCF level, with senior managers and elected members of the Council. All DCF minutes are received by the next CCF meeting.

The constitution for this committee is attached at appendix 2.

Consultation on Policy Changes

New policies and policy updates are consulted on via the JTUC structure in addition to the general consultation processes outlined above. New/revised policies will be issued for consultation to all of the JTUC officers to disseminate to appropriate Trade Unions. Generally the consultation period will be no less than 30 days and consultation response will be issued within 14 days of the final date for comments. A second period of consultation may be undertaken if there are significant changes during the consultation process.

Informal Meetings and Discussions

Informal meetings between the JTUC Officers and HR Business Partners take place monthly. These meetings are used for general communication, updating and informal resolution of individual and local issues where possible. An informal meeting also takes place with the Chief Executive quarterly which is used for general updating on corporate and strategic issues.

It is recognised that some minor changes to local working practices may not require extensive formal consultation. As a general principle all changes should be handled as close to the operational level as possible. Guidance on achieving this type of change is available from Human Resources.

3. Negotiation

The Council will seek to enter into formal negotiation with the recognised Trade Unions in relation to any changes to Part 3 of the Green Book or local conditions of employment.

The Council will arrange a meeting with nominated representatives of the JTUC at which written proposals will be submitted. A response will be co-ordinated by the JTUC Secretary within the agreed timescales which will not be less than 30 days. During this period further meetings will be held as necessary.

The objective of negotiation is to achieve an agreement to the required change and both sides will work towards this position wherever possible, recognising that this is likely to require compromise on both sides. When agreement is reached in principle, a collective agreement (to cover all staff on Green Book terms and conditions) will be drafted and signed by the authorised representatives of Unite, Unison and GMB. This agreement will outline the specific elements of the change and will become binding on all Council employed staff and future contracts. Once agreed, all staff will be formally notified of the change.

Should there be a failure to agree any party may revert to the Collective Grievance process or the Dispute Resolution procedure.

4. Failure to Agree

Wherever possible decisions relating to staff groups will be made as close to the front line as possible, i.e. locally or within DCF meetings. Corporate issues will be dealt with via respective DCFs and the CCF where appropriate. At this stage the recognised Trade Unions may also choose to involve regional/full-time officials of relevant unions.

In the case of unresolved grievances the CCF may, by agreement of management and trade union representatives, refer matters for external mediation/arbitration.

Appendices

- 1 – Directorate Consultation Forum (DCF) terms of reference
- 2 – Corporate Consultative Forum (CCF) constitution
- 3 – Facilities Agreement

Directorate Consultation Forum

Terms of Reference

Purpose

The Directorate Consultation Forum is the central machinery for communication and consultation between management and staff representatives. It provides a structure for formally raising issues, commencing consultation and for informally sharing information and gathering views, feedback and ideas.

Membership

The DCF is Chaired by the Strategic Director and includes the following Members:

- Assistant Directors from the Directorate
- Heads of Service (where service specific issues are on the agenda)
- HR Business Partner
- All Directorate Trade Union Representatives
- JTUC officer (staff side)

Frequency of Meetings

Meetings will be held at least 6 times per year, generally every 2 months. More meetings may be called in times of significant change at the request of either side. The Strategic Director is responsible for scheduling meetings 12 months in advance.

Indicative agenda

Agendas will vary according to the Directorate and current issues for the Council and/or service areas but the following are likely to be regular items:

- Directors update on corporate issues
- Update from ADs – key issues
- Local issues
- Structural changes for consultation [this may go directly to DCF members if meeting dates do not match timetable for changes]
- Policy changes for consultation
- Legislative changes
- TU update and matters arising
- AOB
- Health and Safety (to be held at the start or end of the meeting for specified reps)

Administration of meetings

An annual schedule of meetings will be issued and updated as required

A request for agenda items will be issued to all attendees 2 weeks prior to meeting

Agenda and papers issued 1 week prior to meeting

Minutes will be prepared by the Directors PA and circulated to team meetings and CCF and made available to all staff via the intranet.

Strategic Directors will put appropriate arrangements in place where the intranet is not available.

CORPORATE CONSULTATIVE FORUM

CONSTITUTION

TITLE

The meeting shall be known as the Corporate Consultative Forum (CCF).

PURPOSE

As part of the strategy to develop a culture of joint working in employee relations the CCF is intended to provide an effective consultation and communicative mechanism between the Council, its managers, staff and trade union representatives.

SCOPE AND FUNCTIONS

The CCF will cover collective matters affecting all staff within the Council's employment. The CCF will not consider matters relating to individuals or individual discipline or grievance unless matters of wider principle are involved.

The CCF will act as the Council's joint Health and Safety Committee and receive the minutes of the Joint Health and Safety Working Group.

The CCF will act as the Council's Joint Health and Safety Committee and the parent committee for the Joint Health and Safety Working Group. Accordingly the CCF may refer matters to the Working Group for further investigation and consideration and will receive the minutes and reports of the Working Group.

The CCF will provide a forum for discussing unresolved collective disputes and may offer advice on methods of achieving resolution.

MEMBERSHIP

Membership of the CCF will be drawn from employed Trade Union representatives, managers and Members of Slough Borough Council.

The core membership will be a total of 24 representatives. Comprising of:

Member Representation: (total 2)

- The Leader of the Council
- One Member representative from the Executive (usually the relevant Commissioner or nominated deputy)

Trade Union Representation (total 11)

- 8 Trade Union Representatives
- Chair of the Joint Trade Union Committee
- Vice Chair of the Joint Trade Union Committee
- Secretary of the Joint Trade Union Committee

Management Representation (total 11)

- Chief Executive and Chief Officers (or their representatives) (7)
- Head of Corporate Communications
- Occupational, Health, Safety and Welfare Manager
- Head of Economic Development, Diversity and Equality
- Director of Human Resources

The Chair of the Joint Trade Union Committee and the Director of Human Resources will act as joint secretaries to the meeting.

Full time officers of recognised, independent Trade Unions may attend as observers at the invitation of the Chair.

The staff representatives will be nominated by the joint Trade Union Committee on an annual basis and the names notified to the joint secretaries prior to the first meeting of the cycle in writing.

Other members of staff and management may attend by invitation of the Chair.

OFFICERS

The meeting will be Chaired by the Member representative from the Executive (usually the relevant Commissioner or nominated deputy).

The Chair of the Joint Trade Union Committee and the Director of Human Resources will act as joint secretaries to the meeting.

Administrative support will be provided by the Council's Committee Services Section.

RELATIONSHIPS TO OTHER BODIES

The CCF shall act as the parent body for Departmental Consultative Forums.

The CCF shall receive the minutes of Departmental Consultative Forums the Corporate Equalities Working Group and the Health and Safety Working Group and may also refer matters to any of these groups for further consideration.

By agreement of the joint secretaries, the CCF may refer matters to the Councils Employment Committee for information.

In the case of collective disputes the CCF may, by agreement of management and trade union representatives, refer matters for internal or external mediation/arbitration.

By agreement of all parties the CCF may form sub-groups on a proportionate or non-proportionate basis as appropriate to investigate or research particular issues related to its scope and purpose.

MEETING ARRANGEMENTS

Agendas for each meeting will be agreed in advance by the Joint Secretaries.

The agreed agenda will be dispatched by Committee Administration one week in advance of the meetings.

An officer from committee administration will be responsible for the minutes of the meeting and their subsequent circulation.

The minutes will be made available to all staff of the Council.

The minutes of the CCF will be distributed to the Members of the Councils Employment Committee.

The quorum of the meeting shall be made up of at least three management representatives and three union representatives and one member of the Executive.

Meetings will be held bi-monthly and any special meetings which may need to be called, will be agreed by the Joint Secretaries, giving at least one week's notice.

AGM

The first meeting after the 1st June each year will be designated as the annual general meeting of the CCF.

On the recommendation of the joint secretaries the meeting may consider and agree a proposal to revise, amend or alter the Constitution at the AGM. Such changes will require the support of the majority of trade union representatives and the majority of the management representatives present.

REVIEW OF CONSTITUTION

The Joint Secretaries will review the Constitution on a tri-annual basis and report the outcomes to the next available AGM.

STATUS

The CCF is not a decision making body although individuals present may have decision making powers under the Council's Constitution. The intention behind the CCF is to reach any conclusions or decisions through discussion and consensus and to provide a formal opportunity for different viewpoints and comments to be considered.

The CCF is a local arrangement and not a committee of the Council. Its continuing existence and functioning requires the active agreement and cooperation of all parties. Nothing in this Constitution or arrangements for the CCF is to be taken as creating a legal obligation on any party to the arrangement. The provisions of this Constitution are binding in honour only.

Facilities Agreement

Principles and Purpose

Slough Borough Council (hereafter referred to as the Council) recognises the value of an effective and constructive relationship between management and Trade Unions through:

- (a) recognising the value to both the staff and the Council of accredited representatives by giving them reasonable facilities to represent their membership effectively;
- (b) encouraging the education and training of accredited representatives in employee relations matters;
- (c) encouraging and allowing the Council to work in partnership with the Trade Unions.

This Council is committed to maintaining a positive employer/ employee relation's climate, and recognises that this depends on the continuing co-operation of management, trade unions and employees. This Agreement is designed to assist that co-operation by setting out the arrangements under which time off and other facilities may be granted to trade union representatives and officials. The Council and the Trade Unions accept that the terms of this Agreement are binding in honour upon them but do not constitute a legally enforceable agreement.

Scope

This agreement refers to all duly accredited representatives of the following Trade Unions:

Unite
GMB
Unison
AEP
ATL
NASUWT
NUT
NAHT
ASCL

Conduct of Trade Union Representatives

Any action taken by a Trade Union representative, in good faith, and within the terms of the agreement, will not affect their employment with the Council. In all other respects the terms and conditions of employment that apply to all members of staff will cover him/her.

It is expected that Trade Union representatives will properly fulfil their duties and responsibilities in line with the acknowledgement of Appointment. However, in the unlikely situation where one does not, the Council, will in the first instance, discuss the matter with the senior Steward/Branch Secretary of the relevant Trade Union in order to resolve the matter. If the issue relates to the senior Steward or Branch Secretary the Regional Officer will be involved.

Education

Wherever possible, Union meetings at schools should not normally take place within school hours or adversely affect the school day. Local consultative meetings will take place outside school hours so no time off should be necessary. The needs of the service are paramount; therefore operational considerations must be taken into account.

Procedure for the allocation of Time Off

The accredited representative should ensure that they have prior agreement from management for any absence from work on official union business. Such agreement will not be unreasonably withheld but there may be occasions where the needs of the service take priority and permission may be refused. Where possible representatives should inform local management of regularly scheduled meetings as soon as that schedule becomes available. In the event of issues between the line manager and the trade union representative regarding time off the senior lay officer of the relevant trade union will raise the matter with HR or senior manager.

New Representatives

Each Trade Union will notify the Assistant Director, Professional Services, in writing, of the name of any newly elected Trade Union representative at the earliest opportunity after the election. The Trade Union representative will receive an acknowledgement which confirms the Council's recognition of the position.

Appointment of Representatives

A Trade Union representative should be appointed in accordance with the rules of the specific Union to represent his/her member in the agreed areas. He/she must be any employee of the Council normally in the same workplace as the employees represented.

Time Off ('as and when')

The extent of the time required by officials for the performance of their responsibilities should be assessed in accordance with an estimate of their involvement in union affairs, taking into account the number of members and the range of duties of the Officials concerned. A representative will be given 'as and when' time off in working hours **subject to prior agreement from management** for the following duties:

- meetings with other representatives or full time officers on matters concerned with Council staff
- terms and conditions of employment
- machinery for negotiation or consultation
- matters of discipline
- handling of grievances and disputes
- health and safety representation
- appearing on behalf of union members at an Employment Tribunal
- to report the outcome of consultation to members

This list is not meant to be exhaustive but represents the type of duties covered by this agreement. As a general rule time off to support ex-employees of the Council will not be allowed. However, in the event of staff transferring out of the Council under TUPE, Trade Unions will be involved in arrangements for

representation during the transfer negotiations and will be allowed time off for a maximum of 3 months to support the creation of local arrangements.

Representatives will be released to perform Trade Union duties during their normal paid working hours, having due regard to the needs of the service, with the agreement of management.

There is no right to time off for trade union activities which themselves consist of Industrial Action. The Council will not meet the cost of the following areas and as such time off that is granted will be unpaid;

- branch, area, regional or national meetings of the union where only the business of the union is under discussion
- meetings with full time officials to discuss issues not relevant to the workforce
- Trade Union conferences

Time off (agreed release from duties)

In addition to the paid time off arrangements for 'as and when' duties covered elsewhere in this agreement the Council will fund the release of staff to undertake JTUC officer duties. The budget to support this was agreed with effect 1.4.2011 and will increase annually with cost of living pay awards as applicable. Any changes to this baseline will be referred to Members.

From the date of this agreement and going forward, release to undertake JTUC officer duties is reliant on retention of the employee's substantive post.

Training

The Council recognises that representatives require training to equip them for their employee relations functions. Where a recognised trade union has identified the need for a representative or branch official to receive training they shall notify the line of time off in the usual way.

The relevant Union will be required to meet the cost of course fees, travelling, subsistence and other incidental expenses.

Time off for Staff who are Union Members

With their manager's permission, which should not be unreasonably withheld, staff shall have access to their Trade Union representative at all reasonable times.

Facilities

The following facilities will be made available to each officer of the JTUC:

- A list of new starters and leavers each month together with their designation and department
- Office accommodation for the shared use of the officers
- A lockable cupboard / filing cabinet
- A computer, printer and access to the Council's network
- A phone line

- With prior approval and subject to availability use of the councils premises for trade union meetings in and out of normal working hours.
- Staff notice boards will be provided the management of which will be the responsibility of the JTUC.

Check Off

The Council agrees to deduct authorised Union contributions from the pay of Union members, and **subject to provision made in relevant employment legislation**, forward payment once a month to the nominated representative. This payment will be accompanied by a list of member's names and no charge will be made for this service.

Variation or Termination of Agreement

Variations of this agreement may be made by agreement between the Council and the Unions.

Either party giving three months' notice of an intention to and the reason for termination may terminate this agreement.

Final for approval

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Collective Grievance Policy and Procedure

1. Introduction

- 1.1 The purpose of this policy is to ensure that Collective Grievances are handled fairly and effectively. It complements the procedure for dealing with grievances and like that policy is informed by the ACAS guidelines. This policy also adheres to the requirements of the Employment Act 2009 and the Employment Tribunal (Constitution and Rules of Procedure)(Amendment) Regulations 2009.
- 1.2 Staff using this procedure must be aware that they cannot then use the Individual Grievance Procedure for raising the same issue.
- 1.3 Dependent upon the type of grievance, the initial stages of this procedure may be omitted if mutually acceptable to both management and to staff representatives and/or the group of staff affected.
- 1.4 At each stage, possible methods of mediation or conciliation should be considered.
- 1.5 This policy and procedure has been agreed with staff side and may be reviewed in the light of experience and statutory and legal changes but it is binding on management and staff. The specified time limits may be modified only by mutual agreement as some issues may require immediate action and others may need more time to investigate more fully.
- 1.6 If employees raise a grievance in good faith but it is not subsequently upheld no action will be taken against them and, if upheld, appropriate action will be taken to resolve the issues raised.

2. Scope

- 2.1. The procedure covers any group of staff employed by the Council. It applies to grievances with management locally. No provision of this procedure will be applied in such a way as to contradict a national agreement, regulation or statute.
- 2.2 A group of staff not represented by a Trade Union, would be advised and accompanied by staff side.

3. Definitions

- 3.1 Grievances are concerns, problems or complaints that employees raise with their employer. Issues that may cause grievances include problems concerning terms and conditions of employment or working practices, health and safety, work relations, bullying and harassment, or discrimination. This list is not exhaustive.

3.2 A collective grievance is a grievance brought by a group of staff (i.e. 2 or more).

4. Procedure

4.1 Stage 1 (informal)

A collective grievance should, in the first instance, be raised with the immediate supervision/manager who should discuss the issue and make appropriate arrangements to investigate. As a general rule, a response will be made within 5 working days. If the grievance involves the line manager it should be raised with the line manager's manager or with Human Resources.

4.2 Stage 2 (formal)

If the grievance is not resolved to the satisfaction of the staff concerned and they wish to take it further, then they must put their issue in writing to Human Resources. The written submission must cover the following points:

- a) The specific cause of the grievance;
- b) The specific staff involved in the grievance (not necessarily by name but in enough detail, i.e. job titles, locations etc. for it to be quite clear who is affected and who is not);
- c) The name(s) of the representative(s) nominated or elected by the staff to act as their spokesperson/s. A meeting will be arranged as soon as possible, or at least within a further ten working days, when the staff representative(s) and management will meet to discuss what can be done to settle the grievance. If still unresolved, a written record of the meeting should be agreed and sent to the relevant member of CMT who will instigate stage 3.

4.3 Stage 3 (appeal)

Where the grievance remains unresolved, it will be referred to a further panel made up of a member of CMT and 2 other members of the leadership team.

This meeting will take place as soon as possible and no later than 2 weeks after receipt of the written outcome of stage 2. This decision will be notified in writing to the staff and their representatives. The purpose of this panel will not be to re-hear the grievance but to consider any new facts or information which could change the previous decision on the grievance/grievance.

5. Monitoring and review

5.1 The use of this policy will be monitored by the inclusion of statistics relating to collective grievances or grievance in relevant HR reports.

5.2 This policy will be formally reviewed two years after agreement or sooner if the needs arises.

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment and Appeals Committee **DATE:** 26th January 2012

CONTACT OFFICER: Kevin Gordon, Assistant Director of Professional Services

(For all Enquiries) (01753) 875213

WARD(S): All

PART I

FOR INFORMATION

THE ‘PLANNING FOR THE FUTURE’ EXERCISE

1. **Purpose of Report**

This report sets out the process and position to date in relation to the Planning for the Future exercise.

2. **Recommendation(s)/Proposed Action**

The Committee is requested to note the report.

3. **Community Strategy Priorities**

Decisions taken have taken account of the Council’s priorities.

4. **Other Implications**

(a) **Financial**

Decisions on the granting of early retirement and/or redundancy; reduction in working hours or the granting of unpaid leave or sabbaticals have all been subject to an explicit business case to inform the decisions made by Corporate Management Team.

(b) **Risk Management**

Risk	Mitigating action	Opportunities
Legal Human Rights Employment Issues Equalities Issues	Decisions are taken in accordance with legislative requirements and Council policies The use of compromise agreements will mitigate against any risks of future claims	Full consultation with the recognised trade unions has taken place

Property Health and Safety Community Support	Not applicable	Not applicable
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Community Safety Other		
Communications	Regular communications kept staff informed of the process	
Financial	Decisions are taken with due regard to the Council's financial processes and in consultation with the Head of Finance.	
Timetable for delivery	In line with the Council's business requirements	
Project Capacity	Not applicable	Not applicable

(c) Human Rights Act and Other Legal Implications

The Council has a duty to comply with all employment legislation and to have fair and equitable procedures. These arrangements cover these requirements.

(d) Equalities Impact Assessment

As expressions of interest were sought across the organisation there was no initial screening impact assessment to undertake. However, requests, decisions and final outcomes will be monitored to ensure that is no disproportionate effect on any group.

(e) Workforce

The Planning for the Future exercise covered all staff within the Council with the exception of staff employed in schools and those workers engaged on 'as and when contracts'.

5. Supporting Information

- 5.1 Since the cuts in public sector funding were announced in 2010, we have achieved around half the £25 million savings needed over the period 2011 to 2014. However, in light of the continuing budgetary pressures the Council has no option but to reduce its spending going forward. As staffing is a very significant part of the Council's overall expenditure this means reductions in staffing levels.
- 5.2 Ways of achieving these savings was discussed with the trade unions at an early stage and they endorsed the process that has been followed to date. There is always an expectation that volunteers will be sought in the first instance as a way to seek to mitigate or reduce the requirement for compulsory redundancies.
- 5.3 As the first step in identifying savings the Council asked staff, where they wished, to express interest in any of the following:
- **Early Retirement**
 - **Redundancy**
 - **Reduction in Working hours**
 - **Unpaid leave / Sabbatical** (ie unpaid time away from work)
 - **Career development** (sharing aspirations to work within other parts of the

Council which may contribute to flexibility of the workforce)

- 5.4 A copy of this letter to all staff from the Leader of the Council and the Chief Executive (Appendix A) and Expression of Interest form (Appendix B) is attached.
- 5.5 To support the regular communications update to staff regarding the process 'frequently asked questions' were posted and individual surgeries were run where staff could discuss their queries, concerns and circumstances on a one to one basis with HR staff. Berkshire Pension Scheme also provided a briefing session and individual appointments for staff to understand potential pension implications.
- 5.6 Staff were given two deadline dates, firstly staff could lodge their Expression of Interest by completing the Expression of Interest form. This group of staff were sent the personal financial information in relation to their particular request (e.g. redundancy figures). The second deadline was for staff to confirm their interest in proceeding with the options, this could be done by signing and returning the Expression of Interest slip (attached to their individual letter) or by completing the 'Confirmation of Interest Form' attached as Appendix C. Those staff who only completed the Confirmation of Interest Form did not receive any personal financial information in relation to their request.
- 5.7 All 'confirmations of expressions of interest' requests received from staff by the deadline were considered at Assistant Director/Head of service level by completion of a Business Case supported by HR and Finance comments. Each business case set out the request(s), the implications for the service of the request and gave a recommendation to: accept the request, amend the request in some way, for example, to change the requested date; to make an alternative offer, for example early retirement rather than redundancy or to refuse the request.
- 5.8 A copy of the 2011 Expressions of Interest Business Case template is attached at Appendix D.
- 5.9 The Corporate Management Team considered over 200 Expression of Interest requests during December 2011 and January 2012. A breakdown of the requests by Directorate is attached at Appendix E. Staff within the Transactional Services Division of CTS Directorate were given an extension on whether they wished to proceed with their confirmation of interest and could withdraw their interest. This decision was made due to the pending outcome of the Transactional Services tender process. This led to a significant reduction in the number of staff wishing to proceed with their original request, as shown in the breakdown.
- 5.10 The considerations by CMT had to reflect the future business needs of the Council as well as matters such as the legal definition of 'redundancy' as redundancy can only be agreed where the post can be deleted from the establishment. It is not possible to make a person redundant and then retain and fill the post again. In some cases early retirement was offered as an alternative whereby the individual could be released but the post retained to provide some flexibility regarding how the work would be undertaken in the future or to offer a future redeployment opportunity.
- 5.11 As business cases were considered by CMT, staff were advised of the outcome of their Confirmation of Interest. Where requests can be accepted for Redundancy and Early Retirement, staff will be required to sign a compromise agreement confirming their acceptance prior to the release of any monies. Any other requests will be processed with line managers in consultation with HR.

In addition the Council is currently consulting on proposals to streamline senior management positions; however, the final arrangements will not be confirmed until this consultation is concluded. The proposal is to reduce the senior structure by one Director and 5 senior managers.

6. **Comments of Other Committees**

None.

7. **Conclusion**

The Committee is requested to note the report.

8. **Appendices Attached**

Appendix A – ‘Planning for the Future’ letter from Leader of the Council and Chief Executive to all staff dated 29 July 2010 plus attachment ‘Planning for the Future – Expression of Interest’

Appendix B – 2011 Expression of Interest form

Appendix C – 2011 Confirmation of Interest form

Appendix D – Business Case Template

Appendix E – Breakdown of Confirmations and Outcomes by Directorate

9. **Background Papers**

None.

Date: 3rd October 2011

Directorate: Chief Executive

Contact Name: Ruth Bagley

Contact No: 01753 875000

Fax: 01753 478657

To: All Staff

Email: Ruth.bagley@slough.gov.uk

Dear Colleague,

Planning for the future

We continue to respond to the significant cuts in public sector spending. We made good progress last year in reducing our costs and securing a stable financial base over the medium term and are about half way to our target of £25 million savings over the period 2011 to 2014. Although we have achieved considerable savings on non-staff costs it remains the case that we can only make changes and savings of the scale needed by reducing the number of staff who work for us.

As in the previous year we are determined to minimise the impact of any reduction in staff numbers. Planning ahead is the only way we will be successful, so we are writing to all staff today to seek your input. We want, wherever possible, to accommodate individual wishes and needs when we make staff changes.

Normally we would only have limited information about people's intentions to retire from or leave the Council or aspirations to move from one internal role to another. We haven't to date explicitly encouraged people to think about reducing their working hours or taking periods of unpaid leave or sabbaticals. However, we are now asking you to consider your options and tell us about your plans and aspirations. By knowing what flexibility we have, we will be better able to plan our course through the next couple of uncertain years and to reduce the impact and extent of any compulsory redundancies.

These are the particular areas around which we'd like to understand your intentions:

- **Retirement**

We would like to know if you are planning to retire in the next two years to give us an indication of your intentions. If you have retirement provision protected under the '85-rule' (i.e. where you have reached 55 and your age and service together equal 85 or more) you may want to consider accessing your pension this way. You would have been made aware of the changes to this rule in 2006. If you are uncertain about your eligibility, please check with Human Resources.

If you are over 55 or over 60, you may have different opportunities to access your pension which you may wish to pursue. Currently the age at which people access their pension with their employers' consent is 55. You may be aware of a national review of public sector pensions, although there is no certainty about what, when, or if any changes may apply.

- **Working hours**

We are happy to consider requests to reduce working hours, either permanently or for a defined period of time. You may want to consider a different working pattern, for example job sharing or a 30 hour week.

- **Unpaid leave / Sabbatical**

You may like to consider taking a period of unpaid leave to, for example, travel, study, spend time with your family or learn a new skill. We will be happy to consider such requests.

- **Career development**

If you'd like to move to another part of the Council please share your aspirations with us. Staff movement within the organisation contributes to the flexibility we will need. Please remember that the Council's recruitment and selection criteria would still apply and that you would be expected to demonstrate your suitability for any role, alongside completing a probationary period.

- **Redundancy**

We would like to hear from anyone who wishes to express an interest in redundancy in the current and next financial year. Any posts vacated in this way will constitute a formal redundancy and be deleted from our structure. We must be sure services can continue functioning properly without them so we cannot automatically agree to any request. Redundancies agreed as a result of this expression of interest will benefit from the current generous redundancy package. However, please be aware that the Council may be required, or need to change its policy in the future.

We recognise that sharing plans and wishes with us may feel uncomfortable. We are in no doubt how committed our staff are to their jobs. Responding to this request will in no way be interpreted as a lack of commitment to the Council, or a commitment to proceeding with any plans or options shared with us if acceptable.

We do not expect to hear from everyone as a result of this letter. You may read this and think that none of these options is relevant. If you do express an interest in any of them, we will not hold you to it. Nor can we guarantee being able to meet your request. We will have to look at whether your wishes meet service needs. It's possible that we will run one or more similar exercises in the future to take account of the fact that people's circumstances change.

We are trying to match individuals' plans and aspirations to two corporate needs: reducing costs and maintaining excellent services. We won't therefore be able to consider people's plans in isolation, but will need to understand the complete picture before taking decisions. We will also be using other measures to reduce the risks to staff. For example we will try to reduce our wage bill by not replacing people who leave and using vacated roles as redeployment opportunities for others whose own jobs might be at risk.

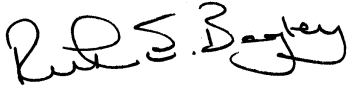
Attached to this letter is a form which provides you with an opportunity to express your interest in any of the options above. If you wish to explore any of the options described above, please return your completed form by Friday, 28th October so we can provide you with further information. You can also request a one-to-one briefing session with Human Resources to find out more.

At this stage completing the expression of interest form involves no commitment on either side and your interest will be treated in confidence. Once you have all the information you need, if you still wish to pursue one of the options, you will need to make a formal request to the HR team. This will be shared with your Director to help CMT decide if your request is possible within the needs of the business.

We expect to have made final decisions by the end of January 2012 at the latest.

We hope we have got across in this letter the purpose of understanding your plans and aspirations in more detail. The next round of all staff briefings will be in November, so you'll have the chance to ask Ruth questions directly before the deadline for confirming your expression of interest. In the meantime, if you have any questions about your personal situation, the changes to the pension rules or anything else please talk to the HR Business Partnership team or to your Assistant Director or Head of Service.

Yours sincerely

Handwritten signature of Ruth Bagley in black ink.

Ruth Bagley
Chief Executive

Handwritten signature of Rob Anderson in black ink.

Rob Anderson
Leader

PLANNING FOR THE FUTURE - EXPRESSION OF INTEREST FORM

Please PRINT your details on the form below highlighting the options you wish to pursue,
and return in an envelope marked 'Confidential' to

Shaista Baig, HR Support Officer, Human Resources, Ground Floor West,
St Martins Place by **9.00 am, on Friday, 28th October 2011.**

Alternatively you can email your expressions of interest to planningforthefuture@slough.gov.uk

Name:	Directorate:
Employee Number:	Section:
Job Title:	Date of Birth:
Pension Scheme: Berkshire Local Government Pension Scheme <input type="checkbox"/> Teachers Pension Scheme <input type="checkbox"/> Not in the Pension Scheme <input type="checkbox"/>	Current Working Hours*: Hours per week

I may wish to pursue the following options (*please tick all that apply*):

<input type="checkbox"/> Voluntary Redundancy	Preferred date for this to be effective
<input type="checkbox"/> Retirement	Preferred date for this to be effective Please note to be eligible for early retirement you must be age 55 or over at the date of termination.
<input type="checkbox"/> Reduced hours per week	From hours tohours Preferred date for this to be effective
<input type="checkbox"/> Sabbatical	From: / / To : / / (dates)
<input type="checkbox"/> Other Please specify alternative options for consideration	

PLEASE NOTE:

- **There is no commitment on either side by submitting this form.** Expression of Interest forms must be received in Human Resources by **9.00 am, on 28th October 2011.**
- If you wish to have a 1:1 meeting with Human Resources to discuss the above, please contact **Shaista Baig, HR Support Officer on 01753 875063, or email planningforthefuture@slough.gov.uk** for an appointment.
- All forecast figures generated for retirements and redundancies will be based on current salaries and will provide a good indication of benefits.
-

CONFIRMATION OF INTEREST FORM PLANNING FOR THE FUTURE

Please PRINT your details on the form below highlighting the options you wish to pursue.

Name:		Directorate:			
Employee No.		Section:			
Job Title:		Date of Birth			
Pension Scheme: Berkshire Local Government Pension Scheme <input type="checkbox"/> Teachers Pension Scheme <input type="checkbox"/> Not in the Pension Scheme <input type="checkbox"/>		Current working hours* <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;"></td> <td style="width: 30%;">hours per week</td> </tr> </table>			hours per week
	hours per week				

Options I wish to pursue:

Voluntary Redundancy <input type="checkbox"/>	Preferred date for this to be effective: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="height: 20px;"></td> </tr> </table>																		
Retirement <input type="checkbox"/>	Preferred date for this to be effective: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="height: 20px;"></td> </tr> </table> Please note that you must be aged 55 or over before 31 st March 2012 to be eligible for retirement.																		
Reduced hours per week <input type="checkbox"/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">From</td> <td style="width: 20%;"></td> <td style="width: 10%; text-align: center;">hrs</td> <td style="width: 10%; text-align: center;">to</td> <td style="width: 20%;"></td> <td style="width: 10%; text-align: center;">hrs</td> </tr> <tr> <td colspan="6">Preferred date for this to be effective:</td> </tr> <tr> <td colspan="6" style="height: 20px;"></td> </tr> </table>	From		hrs	to		hrs	Preferred date for this to be effective:											
From		hrs	to		hrs														
Preferred date for this to be effective:																			
Sabbatical <input type="checkbox"/>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;">From</td> <td style="width: 20%;"></td> <td style="width: 10%; text-align: center;">To</td> <td style="width: 55%;"></td> </tr> <tr> <td colspan="4" style="text-align: right;">dates</td> </tr> </table>	From		To		dates													
From		To																	
dates																			
Other <input type="checkbox"/>																			
Please specify other options for consideration.																			

Please return your completed form in an envelope marked '**Confidential**' to Shaista Baig, HR Support Officer, Human Resources, Ground Floor West, St. Martins Place by **Midday, on Monday, 21st November, 2011.**

Alternatively, you can e-mail your confirmation of interest form to:
planningforthefuture@slough.gov.uk.

I acknowledge that I have not sought written information or confirmation of figures on any of the above options from Human Resources.

Signed:		Dated:	
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2011 Expressions of Interest Business Case

Directorate:	
Team:	
Case prepared by:	
Date:	

Business cases should be prepared in consultation with HR and Finance and submitted to CMT for consideration.

Background
This section should provide information on the service/team and outline any issues which may affect the team in the future (including changes to funding, priorities etc.)
Expression(s) of Interest confirmed
This section should provide a brief outline of the expressions being considered as part of this case along with any relevant context.
Employee Name:
Employee Name:
Employee Name:

Business Case

Outline here the case for making changes, including how current duties, responsibilities etc. will be covered once changes are in place, any risk to service delivery and any other impact.

- Risks**

Employment (direct)	
Employment (indirect)	
Financial	
Capacity and resilience	
Loss of technical capacity / specific skills	

Financial Effects

This section should summarise the costs and savings associated with any changes, including redundancy and capital costs of pensions. Detailed figures will be provided by finance and should be appended to this business case.

The annual cost of the post of XXXXXX is as follows:

	Actual Costs 2011/12				Budget 2011/12			
	Salary	Nat Ins	Super	Total	DIR (98%)	Corporate (1%)	DIR (1%)	Total
	£	£	£	£	£	£	£	£
Name	Xxxx	Xxxx	Xxxx	Xxxx	Xxxx	Xxxx	Xxxx	Xxxx

The cost to the Council of redundancy and early access to pension is £XXXX equating to a pay back period of XXX years.

HR Comments

This section should outline the HR and contractual issues

Summary and Recommendations**Finance and HR Sign off****Signed****Date****Signed****Date****Anne Marie Scott sign off****Signed****Date****CMT response****Action**

CONFIRMATION OF INTEREST (21/11/2011)											Appendix E						
Option	CTS	ECS	R & R	Chief Executive	CWB	TOTAL											
Voluntary Redundancy	68 (9)	33 (19)	17 (7)	0	33 (14)	151											
Also eligible for ER	9	19	7	0	14	49	Do not Add										
ER	3	4	3	0	5	15											
Sabbatical	3	2	4	0	1	10											
Reduced Hours	6	5	5	1	9	26											
Other	0	9	3	0	5	17											
TOTAL REQUESTS	80	53	32	1	53	219											
BREAKDOWN OF BUSINESS CASE OUTCOMES (11/01/2012)																	
Directorate (Total No of COI's)																	
	Agreed	VR	Declined	VR	Agreed	ER	Declined	ER	Chief Executive	ER	Agreed	Other	Declined	Other	Outstanding Requests	(B.Case)	Total
CTS (25)	16	4	0	0	0	0	0	0	0	0	1	2	2	0	0	0	25
ECS (53)	7	17	2	1	0	2	1	3	3	5	0	0	8	7	0	0	53
R&R (32)	7	5	0	2	1	3	2	1	7	7	1	1	2	1	0	0	32
Chief Executive (1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
CWB (53)	9	15	0	4	0	1	1	6	8	8	3	2	2	4	0	0	53
TOTAL OUTCOMES	39	41	2	7	1	7	5	13	21	4	4	12	12	12	0	0	164

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