


Non-Executive Report of the:  <b>HR Committee</b>  21 <sup>st</sup> January 2016	
<b>Report of:</b> Zena Cooke, Corporate Director of Resources	<b>Classification:</b> Unrestricted
<b>Workforce Savings and Employment Options Update</b>	

<b>Originating Officer(s)</b>	Mark Keeble – Senior Business Partner (Project Lead)
<b>Wards affected</b>	All wards

## Summary

This is the sixth in a series of reports to the Committee providing an update on the progress on delivering workforce changes to implement Service Challenge driven savings and the Employment Options Saving Programme. Approximately £11 million of the £28 million of savings required by the Medium Term Financial Plan (MTFP) for 2015/16 relate to reducing the size of the council's workforce. Good progress is being made to remove 322 posts from the establishment.

Following a further review of the measures needed to manage change within the workforce and deliver future savings, CMT have decided not to repeat the Employment Options savings programme. As a result, the programme will now end.

### The Committee is asked to:

1. Note progress being made to deliver approximately £10.8 million of workforce savings through the implementation of Service Challenge savings that impact on the council's workforce and Employment Options Saving Programme.
2. Note the decision of CMT to end the Employment Options Programme.
3. Note the process underway for delivering 2016/17 savings proposals that impact on the workforce.
4. Note the position on individual exits costing £100k or more.

## 1. REASONS FOR THE DECISIONS

- 1.1 The reduction of the establishment by 322 posts to deliver £10.8 million of savings from the workforce for 2015/16 is a key activity for the council. There are no specific matters which require decisions from the Human Resources Committee in relation to matters delegated to the Committee under the council's Constitution. The purpose of the report is to ensure the Committee is informed of progress on implementing savings from the workforce and the impact of them. The Committee is invited to comment on matters involved to help ensure changes are delivered transparently and in accordance with the council's values and policies.

- 1.2 Public consultation took place between 12 October 2015 and 9 November 2015 on £15 million of savings that must be delivered for 2016/17. Approximately £5 million of this will impact on the workforce with a reduction of up to 75 FTE employees expected.
- 1.3 In addition to £15 million of savings for 2016/17, the council's MTFP currently requires a further £59 million of savings to be made during the following three financial years (2017/18, 2018/19 and 2019/20). The transformational strategies required to deliver these savings in future years will be developed during 2016.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The delivery of the Employment Options Programme was agreed alongside the Service Challenge items as part of a wide programme to deliver £28 million of savings in 2015/16 required to set and operate within a balanced budget. Options that were available to deliver the required level of savings were reviewed and approved by Cabinet in December 2014. The council's budget has been approved by Full Council which included consideration of amendments proposed by political groups.
- 2.2 The council has a statutory duty to set a balanced budget which requires £15 million of savings to be delivered for 2016/17. Saving proposals have been identified that take into account strategic priorities and their impact on the community and workforce. Those savings proposals that would impact on the delivery of services were included in the public consultation process. Having reviewed the public consultation process that took place in 2014, improvements were made to more fully engage staff and trade unions in this year's process. This informed the budget decisions which Cabinet made on 5 January 2016 by better understanding their impact and identifying alternative options that were available.
- 2.3 Following a review by CMT, it was decided that it was in the best interest of the council not to repeat the Employment Options programme for the reasons set out in Section 6 below. Therefore the ability for staff to formally request VR/ER will only be through formal consultation processes to implement savings proposals and as part of the council's transformational strategies.

## **3. BACKGROUND**

- 3.1 The reduction of the establishment by 322 posts to deliver £10.791 million from workforce related Service Challenge and Employment Options (EO) savings is making a significant contribution for the council to operate within a balanced budget during 2015/16.
- 3.2 The delivery of the Employment Options Programme was agreed alongside the Service Challenge items as part of a major package to deliver the £28 million of savings the MTFP required from the 2015/16 budget for the council to set and operate within a balanced budget. The EO programme was

launched in July 2014 to address a shortfall of approximately £4 million between Service Challenge savings that had Mayoral and Lead Member Resources approval and the £28 million target. At that point in time, there was a strong expectation that the savings would be delivered without any compulsory redundancies. Information collected during EO helped inform and minimise this risk.

- 3.3 The EO programme offered all employees, excluding schools staff, the opportunity to express an interest in voluntary redundancy, early retirement, flexible retirement and flexible working options to take effect from 2015/16. Employees were also able to express an interest for these options in either of the following two financial years in order to inform future workforce planning.
- 3.4 In recognition that the timing of the decisions as part of the budget process for 2015/16 would prevent some savings from being delivered by 31 March 2015, a provision of £4 million was made to cover the costs of slippage in the date that all savings would be fully realised.
- 3.5 The approach taken to 2015/16 workforce savings received positive feedback during the liP Gold Assessment. Trade Unions also reported that they found the tone in how managers conducted consultations was in their view “less confrontational” than in the past.
- 3.6 The process of delivering the change to deliver 2015/16 savings was designed to improve on the Lean programme of 2010 and 2011 by giving Directorates more control, flexibility and responsibility for delivering savings within a corporate framework which they were all able contribute to the development of.

#### **4. CURRENT POSITION – ALL WORKFORCE SAVINGS**

- 4.1 Table 1 below summarises the route through which workforce savings are being delivered and their value. This shows a total of 322 posts are required to be removed from the establishment to deliver savings of £10.791 million. 309 of these posts are expected to be deleted by the end of March 2016 to achieve full year equivalent savings of £10.224 million. This has made a further significant contribution to reducing the council’s Full Time Equivalent (FTE) workforce (including both employees and agency staff) by 26% from 5,543 FTE in March 2010 to 4,110 FTE in September 2015. The remaining 13 posts to deliver £567k of workforce changes are expected to be deleted during the first quarter of 2016/17.
- 4.2 The first formal consultation meetings with employees and Trade Unions on individual restructures commenced in December 2014. Prior to this, on 28 October 2014, the Head of Paid Service issued statutory notice under Section 188 of The Trade Union and Labour Relations (Consolidation) Act 1992 to the Trade Unions and Secretary of State that the council expected to make more than 100 redundancies during a 90 day period.

**Table 1: Summary of Workforce Savings (as at 05/01/2016) – Includes both Service Challenge Savings and Employment Options**

	Pre-Delivery		Delivery	Delivered			TOTAL
	No current date for delivery	Consultation Planned to deliver before 31 March 2016	Currently Consulting or FTA	Restructures Delivered	VR/ER Outside of Restructures	Vacant Post Deletions Outside Restructures	
<b>Value of Savings (£000s)</b>	<b>£567</b>	<b>£215</b>	<b>£211</b>	<b>£7,660</b>	<b>£899</b>	<b>£1,239</b>	<b>£10,791</b>
Indicative Redundancy Costs (£000s)	£223	£116	£60	£4,472	£736	-	<b>£5,607</b>
Indicative Pension Costs (£000s)	£148	£77	£40	£2,230	£188	-	<b>£2,683</b>
<b>Total Pension &amp; Redundancy Cost</b>	<b>£371</b>	<b>£193</b>	<b>£100</b>	<b>£6,702</b>	<b>£924</b>	<b>£0</b>	<b>£8,290</b>
Vacant Post Deletions	-	-	4	66	-	32	<b>102</b>
Voluntary Redundancies Agreed to date	-	-	-	146	22	-	<b>168</b>
Further Voluntary Redundancies Expected	13	5	2	-	-	-	<b>20</b>
Compulsory Redundancies to date	-	-	-	4	-	-	<b>4</b>
Further Compulsory Redundancies Expected	-	-	-	1	-	-	<b>1</b>
Appointments through ringfencing & redeployment	-	-	-	27	-	-	<b>27</b>
<b>Number of Posts to be Deleted</b>	<b>13</b>	<b>5</b>	<b>6</b>	<b>244</b>	<b>22</b>	<b>32</b>	<b>322</b>

### **Restructures**

4.3 To date, 38 restructures (both EO and Service Challenge) have been cleared by People Board Operations to start formal consultation. Their current status is as follows:

- 1 is currently subject to on-going formal consultation (Public Health);
- 3 have been cleared to start consultation by People Board Operations (Planning and Building Control, Arts Parks and Events and Idea Stores);
- 34 have had VR/ER requests approved; and,
- 2 were partially delivered and will be completed at a later date although they have still been able to deliver the majority of their savings.

- 4.4 In addition, there have been 4 non-savings related restructures during the current year.
- 4.5 There are a further 6 restructures which are planned to start consultation to deliver savings between February and before the end of April 2016. The £567k of savings expected from these restructures will therefore not be realised during 2015/16. The total cost of slippage on workforce related savings is estimated at £2 million (the forecast against all 2015/16 savings is £2.7 million), which is within the £4 million provision.

### ***Redundancies***

- 4.6 There have been 178 redundancies agreed by People Board Operations to date. Of these, 174 are VR/ER, all of whom have signed a Settlement Agreement. The remaining 4 are compulsory redundancies and are just over 1% of the reduction in posts required (compared to 13% during 2010/11). Only one further compulsory redundancy is expected from restructures that have already been completed or have a FTA. In addition, the proportion of vacant post deletions is higher this year (31%) compared to 2010/11 (17%).
- 4.7 The estimated one-off cost of VR/ER to deliver £10.767 million of workforce savings required for 2015/16 is estimated to be £8.290 million. This is well within the provision of £11 million for VR/ER costs made during the budget process.

### ***Home Care***

- 4.8 The 4 compulsory redundancies so far have been Home Carers. Of the 72 employees in the In-House Home Care Service, 49 opted for VR/ER and 19 have been successfully redeployed. The closure of the service delivered a £2 million saving, £1.4 million of which came from staff. This minimal number of compulsory redundancies for a saving of this size is one of the successes of this year's delivery. The support put in place for the staff in this service has been held up as an example of good practice that provides a model for similar situations in the future.
- 4.9 A number of special measures to support staff were put in place regardless of whether they wished to remain in employment or not. A very successful Jobs Fair day was organised for Home Carers with stalls for different directorates to showcase job opportunities, as well as HR being in attendance to set out what options were available for them and what support the Council could provide.
- 4.10 For those wanting to leave the Council and work elsewhere, a wide range of training opportunities was offered, including CV writing, job application and interview training, as well as NVQs at Level 1 and 2 for Maths, English and ICT. More practical skills training was also offered to improve their prospects in the external jobs market and HR worked alongside Skills Match and the DWP to establish how they could support these workers.

- 4.11 For those staff wanting to remain working for Tower Hamlets, measures were put in place straight away to find alternative work ahead of them receiving their written notice of redundancy. This was arranged specially for Home Carers initially and was outside of the normal Redeployment Procedure. It has since been adopted as a Provisional Redeployment Period and made available to staff during current restructures for staff who might be at risk of compulsory redundancy. This allows early registration for redeployment at the start of formal consultation instead of waiting until the end when written notice is issued at the conclusion of assimilation interviews.
- 4.12 A range of job opportunities within two grades up or down of the Home Carers grade were identified across all council directorates and staff were asked to express their preferences for the roles. Job Shadowing opportunities were offered so that staff could try the jobs before putting themselves forward for them. Interview training was given to support staff applying for internal roles too. Additionally, 12 new roles of Service User Liaison Officers were created specifically to monitor the external homecare providers some of whom had service users transferred to them during the service closure. These opportunities were ringfenced to the displaced Home Carers initially and a number were redeployed into these roles.

### ***Failures to Agree***

- 4.13 There have been a total of 13 FTAs in response to 34 restructures to deliver savings (a rate of nearly 4 FTAs for every 10 restructures), 10 of which have been resolved and 2 resulted in proposals being withdrawn so they can be reviewed and started again. The remaining 1 will be resolved during January 2016 follow the JCAG that has been scheduled to consider the representations from the Trade Unions.
- 4.14 Failures to Agree have cost £897k to date as a result of delayed implementation of savings (this is included in the cost of slippage in para 4.5 above). This estimate takes into account agreed extensions to consultation periods and the vacant posts that would be deleted as a result of implementation. The length of delay has ranged from 1 week to 42 weeks. The average delay is 17 weeks.
- 4.15 There has been a tradition in Tower Hamlets of working to try and reach a consensus with Trade Unions to resolve concerns raised during formal consultation. This has largely been a successful way of working to implement change without protracted disputes. However, this was the first time major change has been implemented since GMB and UNITE withdrew from Staff Side. In a number of cases, FTAs involved differences of opinion between Trade Unions which meant it took managers more time to reach a consensus. The expectations that the Trade Unions took into the formal consultations resulted in a FTA whenever there was a risk of compulsory redundancy which frequently prevented or delayed action to appoint staff at risk to new roles.
- 4.16 This is a matter which CMT will be reviewing and addressing to ensure efficient delivery of future changes in the workforce.

## **5. CURRENT POSITION – EMPLOYMENT OPTIONS (EO)**

- 5.1 EO has so far delivered full year equivalent savings of £2.738 million through completed restructures, staff exits on VR/ER outside of restructures and vacant post deletions (all figures quoted for EO are included in those quoted in Section 4 above for the workforce savings programme as a whole). A further £865k of savings are also expected. The target approved by Cabinet in December 2014 is £3.561 million. If all identified EO savings are achieved they would be £42k above this target. However, there is a risk to £654k of the savings that are expected to start consultation to deliver by or shortly after March 2016.
- 5.2 A breakdown of the contribution from each Directorate and Service is detailed in Appendix 1.
- 5.3 The £2.738 million delivered to date is made up as follows:
- £245k through the deletion of 13 vacant posts outside of restructures;
  - £899k through VR/ER outside of restructures for which 23 employees have signed Settlement Agreements and left the council's employment. The cost of VR/ER payments for these exits is £924k; and,
  - £1.594 million of savings have been achieved through 14 formal consultations to delete 49 posts (39 VR/ER and 10 vacant posts) at a cost of £2.766 million in VR/ER payments.
- 5.4 The £865k of savings still to be delivered are:
- £211k through a restructure of Public Health which is currently on-going;
  - £146k through restructures that are expected to deliver savings by the end of March 2016; and,
  - £508k through restructures that are expected to be delivered early in 2016/17.

## **6. FUTURE OF EMPLOYMENT OPTIONS**

- 6.1 On 18 November 2015, CMT reviewed the decision to continue with the EO programme and agreed that it should not be repeated. In reaching this decision, CMT took into account the successes of the EO programme and the best way in which changes and reductions in the workforce should be managed going forward.
- 6.2 The first year of EO is considered to have been successful in the following areas:
- Identifying £3.5million of further savings in addition to Service Challenge proposals;
  - Providing a means of progressing with savings from the workforce against a strong expectation at the time that there would be no compulsory redundancies;

- Enabling over 30 staff to leave on VR/ER ahead of or without the need for formal consultation so realising savings more quickly than via restructures,
- Staff and Trade Unions preferring the approach to 2015/16 savings delivery than previous years, informing the Investors in People Assessor they felt more engaged and able to influence change.
- Supporting the council to achieve a balanced budget for 2015/16.
- Enabling a reduction of 231 FTE to the council's workforce between March 2015 and September 2015.

6.3 Continuing with the EO programme could have provided a means of identifying savings against future MTFP targets and collecting further information on the intentions of the workforce which could help inform workforce planning to aide delivery of future year's savings. However, it was decided not to continue the programme for the following reasons:

- The current savings proposals will, if implemented, allow the council to meet the £15 million savings target for 2016/17 without requiring additional measures. This is different to the position last year when there was a significant gap between the savings proposals identified by Directorates which EO was created to address;
- The need to review the level of savings required in 2017/18 and 2018/19 following the outcome of central government's Comprehensive Spending Review; and,
- Recognition that the future shape, composition and size of the workforce will need to be determined by the council's transformational strategies that are being developed. Any future need for a VR/ER programme will be considered alongside them.

6.4 Additionally, the bumped redundancy list will be ended. During the last year only 2 out of the 170 people on the bumped redundancy list were released on ER/VR. This was a result of the low numbers of staff being placed at risk of compulsory redundancy following the conclusion of restructures. This has enabled staff at risk to be redeployed into vacant posts thereby saving the council unnecessary redundancy costs by offering bumped redundancies.

6.5 There were some good practices developed at part of the EO programme which will be considered for inclusion in the Organisational Change Procedure when it is next reviewed.

## **7. IMPACT OF 2016/17 SAVINGS PROGRAMME ON THE WORKFORCE**

7.1 The council has developed 57 savings proposals to deliver the £15 million of savings required in the MTFP for 2016/17. 25 of these proposals were required under Best Value and Equalities legislation to be consulted on with the community. To comply with this and ensure that service users can provide feedback on the savings proposals, the council carried out a public consultation (Your Borough, Your Voice) between 12 October 2015 and 9 November 2015. In the interests of transparency, the full list of savings proposals (including those that do not legally require public consultation) were



published and shared with Trade Unions and staff. During this consultation process, every member of CMT met with Trade Unions to provide a briefing on their Directorate's proposals and respond to concerns.

- 7.2 Initial analysis shows that up to 20 of the proposals will have an impact on the workforce and will deliver savings of approximately £5 million with a reduction in the council's establishment of less than 100 Full Time Equivalent (FTE) employees. The council's Cabinet decided on 5 January 2016 which of the proposals would be implemented.
- 7.3 To ensure staff in services affected by the proposals are aware and able to comment, managers were required to:
- Inform staff that their service is either in scope of the public consultation or if it is listed as a savings proposal;
  - If included in the public consultation, provide staff with a copy of a standard letter and FAQs along with the relevant content from the consultation document; or
  - If not included in the public consultation but contained in the published list of all savings proposals, provide a copy of the standard letter and FAQs to staff along with an explanation of the proposal;
  - Hold an initial meeting with staff no later than during the first week of the public consultation between 12 and 16 October 2015;
  - Collate feedback and comments received from staff and provide a written response no later than one week after the consultation closed; and,
  - Meet with staff again following the end the consultation to discuss all responses received on the proposal.
- 7.4 Managers were encouraged to organise further meetings with staff in services where it was necessary to do so. Whilst there was no requirement for managers to invite Trade Unions Representatives to these meetings, if they are asked to attend by one of their members they were not excluded.
- 7.5 The proposals contained in the public consultation were published on the intranet which allowed employees to read a summary of the proposal, answer questions on the potential impact and submit their comments.
- 7.6 The council is required under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 to notify the Trade Unions and Secretary of State if 20 or more employees will be made redundant in a period of 90 days or less. This notice will be issued before the end of January 2016.
- 7.8 The Committee will be kept up to date with progress on delivering 2016/17 savings that impact on the workforce.

## **8. INDIVIDUAL PAYMENTS**

- 8.1 Where the deletion of a Chief Officer post is proposed, a report is submitted to the council's HR Committee for consideration, which will include information, if relevant, regarding the severance package and the costs of such. Only employees at this level will receive a redundancy/severance payment of £100k or more in the event of their redundancy. The Committee has agreed the redundancy of two Chief Officer posts as part of the savings programme for 2015/16.
- 8.2 In the interests of transparency, the Committee is asked to note that 16 employees approved for VR/ER to date who are not Chief Officers have an exit cost of £100k or more based on their redundancy payment **and** the cost of early release of pension benefits.
- 8.3 The cost of early release of pension is not currently included in the payment received by the employee so it is not taken into account to determine whether the employee leaving the council will receive an exit payment in excess of £100k. All payments in these circumstances are based on the policy for redundancy and early retirement previously approved by the HR Committee.
- 8.4 No other potential exits with a total cost in excess of £100k have been identified to date. Further exits at this level of cost will not be known until new restructure proposals are presented and requests for VR/ER are submitted. Decisions take into account consideration of whether the costs of VR/ER represent value for money in respect of the savings delivered and confirmation that the employee's post is genuinely redundant.
- 8.5 Information on central government's proposals to cap exit payments and the circumstances in which payments will be recovered is contained in other reports on the Committee's agenda.

## **9. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 9.1 This report provides HR Committee with an update on progress with delivering staff related savings both through the Employment options programme and through service challenge savings projects. HR committee are asked to note the contents of the report and thus there are no financial implications arising from the recommendations to HR committee.
- 9.2 The employment options programme is designed to assist the organisation deliver the £27.5m savings target required to achieve a balanced budget in 2015/16.
- 9.3 Total staff related savings are expected to be in the region of £11 million and are estimated to cost £8.290m (see table 1 above). These one-off costs will be funded through an earmarked reserve which currently stands at £11m.

## **10. LEGAL COMMENTS**

- 10.1 Section 139 of the Employment Rights Act 1996 defines redundancy, relevant to this context, as a dismissal which is attributable to the fact that the requirements for work of a particular kind have ceased or diminished or are expected to cease or diminish.
- 10.2 Statutory Redundancy payments are payable to an employee with more than two year's continuous service, in accordance with section 162 of the Employment Rights Act 1996. The maximum statutory redundancy pay is currently capped at £13,920.00, following the Employment Rights (Increase of Limits) Order 2014. The Council's power to make redundancy payments over and above the statutory scheme derives from the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.
- 10.3 The Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provide that staffing is a non-executive function. The Council's head of paid service under the Local Government and Housing Act 1989 has responsibility for a number of employment matters in the Council, including the following:
- the manner in which the discharge by the Council of its different functions is co-ordinated;
  - the number and grades of staff required by the Council for the discharge of its functions;
  - the organisation of the Council's staff; and
  - the appointment and proper management of the Council's staff.
- 10.4 Paragraph 9.1 of the Officer Employment Procedure Rules in Part 4 of the Council's Constitution provides that neither the Mayor nor any member of the Council will be involved in the dismissal of any officer below deputy Chief Officer. Redundancy is a dismissal for the purposes of the Employment Rights Act 1996.
- 10.5 Paragraph 1.1 of the Officer Employment Procedure Rules provides that the appointment or dismissal of an officer is a function which must be discharged by the Head of Paid Service unless the officer is:
- Head of Paid Service;
  - A Statutory Chief Officer;
  - A non-Statutory Chief Officer;
  - A deputy Chief Officer;
  - A political assistant;
  - The Mayor's assistant.
- 10.6 In respect of the specified posts in paragraph 10.5 above, responsibility for dismissal (including redundancy) is a function which must be discharged as follows: (i) in respect of the Head of Paid Service by the full Council on the recommendation of the HR committee or sub-committee or officer appointed to deal with the dismissal; (ii) in respect of chief officers and deputy chief officers, by the Council, or by the HR committee, sub-committee or officer

appointed to deal with the dismissal; and (iii) in respect of a political assistant or the Mayor's assistant by the Head of Paid Service in accordance with the wishes of the political group or the Mayor (as appropriate). In respect of (i) and (ii) prior notice and an opportunity to object must first be given to the Executive.

- 10.7 Having regard to the matters in paragraphs 10.3 to 10.6 above and the terms of reference of the HR Committee, it is appropriate for the Committee to be provided with information about progress of the Employment Options programme for consideration and comment.
- 10.8 When progressing the Employment Options programme, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristics and those who do not (the public sector duty). Some form of equality analysis will be required which is proportionate to proposed projects and their potential impacts. This will have particular relevance in areas where a majority or significant number of the workforce affected share a protected characteristic, as identified in the Home Care Service and should limit the risk of claims of indirect discrimination.

## **11. ONE TOWER HAMLETS CONSIDERATIONS**

- 11.1 These have been identified in equality impact assessments throughout the workforce savings programme. The final equalities assessment of the 2015/16 savings that impact on the workforce is contained in a separate report on this agenda for the Committee.

## **12. BEST VALUE (BV) IMPLICATIONS**

- 12.1 The council aims to maximise the delivery of workforce savings through the most efficient methods where ever it is possible to do so. This is by deletion of vacant posts and reducing agency staff use. Where savings can only be delivered through changing structures and jobs, the council's Handling Organisational Change procedure is followed. Using a combination of routes through which savings can be delivered enables changes to be implemented more effectively. The approaches and procedures adopted by the council are benchmarked externally and reviewed on a regular basis to ensure they remain fit for purpose and reflect best practice and organisational learning.
- 12.2 People Board Operations sub Group (PBO) – the group of senior officers responsible for reviewing and approving VR/ER requests that result from restructures – requested legal advice on the cost of VR/ER exits compared to the savings they delivered in terms of reasonableness and value for money. The advice, which has been applied consistently, is that no changes in structure should be approved unless the savings delivered cover the VR/ER costs within a period of three years. This is a maximum threshold although the majority of structural changes are delivered within a payback period of close to one year.

### **13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

13.1 No implications identified.

### **14. RISK MANAGEMENT IMPLICATIONS**

14.1 Risk Management were involved in the design phase of the planning process to deliver workforce savings. Key risks were identified and were subject to review at different stages of delivery by Internal Audit. Whilst the risk of claims from individual employees leaving on VR/ER is addressed through requiring them to sign a settlement agreement, the council still needs to be able to evidence that it has complied with the legal duty to have given due regard to related equalities matters. The equalities assessment undertaken will assist by providing evidence of this.

### **15. CRIME AND DISORDER REDUCTION IMPLICATIONS**

15.1 No implications identified

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## **Linked Reports, Appendices and Background Documents**

### **Linked Reports**

- Employment Options and Workforce Savings Update reports previously submitted to HR Committee on: 22 October 2014; 11 December 2014; 28 January 2015; and 25 March 2015, 1 July 2015.

### **Appendices**

#### **Appendix 1: Employment Options Savings by Service and Directorate**

##### **Local Government Act, 1972 Section 100D (As amended)**

##### **List of “Background Papers” used in the preparation of this report**

- None.

#### **Officer contact details for documents:**

- Not applicable.

