

DRAFT SAVINGS PROPOSAL

Proposal Title:	Change of working hours and use of Flexible Retirement schemes		
Reference:	SAV / ALL 002 / 21-22	Savings Type:	Service transformation
Directorate:	Cross-Directorate	Savings Service Area:	Central services
Directorate Service:	Cross-Directorate	Strategic Priority Outcome:	13. Not aligned with Strategic outcome
Lead Officer and Post:	Amanda Harcus, Divisional Director, Human Resources	Lead Member and Portfolio:	Mayor John Biggs, Executive Mayor

Financial Impact:	Current Budget 2020-21	Savings/Income 2021-22	Savings/Income 2022-23	Savings/Income 2023-24	Total Savings/Income
Budget (£000)		(200)	(400)	(200)	(800)

Staffing Impact (if applicable):	Current 2020-21	FTE Reductions 2021-22	FTE Reductions 2022-23	FTE Reductions 2023-24	Total FTE Reductions
Employees (FTE) or state N/A		TBC	TBC	TBC	TBC

Proposal Summary:

The Council will introduce a targeted programme to highlight the Council's policies which offer staff the opportunity to apply to reduce their working week to four days or (where eligible) apply for flexible retirement. This will be an entirely voluntary scheme and highlights policies which already exist but which staff may not be fully aware of. It is estimated that a saving of up to £800k may result from greater uptake of these options in coming years. This will of course lead to a reduced capacity and must be carefully balanced against workloads, service design and metrics.

The approach needs further work to agree and contain the following:

- Data analysis by Directorate and team on age/service profile and potential savings model in the Directorate and approach agreed as to where to target
- Each Directorate then needs to agree where and how to target a reduction scheme and the saving allocated of the £800k
- Clear criteria to apply and a selection process and approval panels (to manage in event of high volume of applications being submitted)
- The manager will need to be able demonstrate that any residual work left by reduced hours can be absorbed, or that the remaining service is reviewed and restructured to accommodate accepted requests
- Once an application is accepted equivalent budget reduction will be removed by the centre from the associated budget
- Clear communication and staff engagement plan, along with strict window of opportunity to apply and be considered and factored in to approach
- Time required to build and implement scheme
- Corporate co-ordination of all approvals is required to track and monitor progress of combined savings

Risk and Mitigations:

1. Lack of analyst skill and capacity in workforce modelling that is initially required to target both schemes means the approach fails
2. Lack of capacity in pension team to provide individual figures to support scheme means quotes not undertaken on time or accurate
3. Ability to develop application process and automate what is possible to administer easily
4. Lack of applications come forward and savings therefore remain unachieved
5. Risk of Age discrimination claims from those eligible to apply for flexible retirement if not communication and approach managed properly
6. Administration required to manage scheme if decided to run corporately
7. The proposal will impact staff reductions, and the scheme will need to be shared

Resources and Implementation:

1. Feasibility work needed:
 - a. HR and workforce analyst required full time for up to 8 weeks and then ongoing provision possible through SPP resources
 - b. Finance officer support to verify financial analysis at outset as above and on-going support required
2. HR and finance oversight of scheme and approval panel established for duration of scheme
3. Communication support required throughout at corporate and directorate level
4. Requires a project/programme lead throughout duration of scheme(s) – should come from current resources
5. Pension staff provision/generation of accurate pension quotes for flexible retirement

with the Trade Unions
 8. Knock on impact of reductions lead to wider service reviews and instability

applicants

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	TBC
Does the change involve a redesign of the roles of staff?	Yes	TBC

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	Yes

Additional Information and Comments: