



## **3.2 Cost and HR implications for restructuring teams**

3.2.1 The Business Case outlines staff savings of £425k reduction in base staffing costs at year 5. Some restructuring and new appointments have already been made producing a saving of £200k – which is on target.

3.2.2 Having discussed with the Board the HR and cost implications of further restructuring and offering Strata terms, it is clear that the proposals create additional one off and ongoing costs. These are £108k per year in increased salary costs plus some potential one off redundancy costs of up to £58k. Costs have been calculated using the top of the grade and including 27% on costs.

3.2.3 We have received a resignation which will take effect in 2016 and this post will not be replaced providing a saving of £33k.

3.2.4 The costs for restructuring teams is not in line with the Business Case so the proposals clearly need to be weighed with the business driver of retention; providing clarity to individuals about their roles going forward and the need to get the right people in the right roles to deliver the business plan.

3.2.5 Finally, there may also be a strong rationale for charging some of the resources particularly in the Business Support team back to capital projects where these are over and above what is in the Business Case to further assist affordability.

## **4 Staff Joint Forum**

4.1 A Staff Joint Forum meeting has taken place in accordance with the Trade Union Facilities Agreement.

4.1.2 Redundancy terms for Strata staff who have tupe'd to the new company were agreed with UNISON subject to JEC agreement and a collective agreement has been drawn up to reflect this. This means that staff who tupe from a council will be entitled to the redundancy payment terms of that council (including any revisions made) until such time as the collective agreement is further reviewed.

- UNISON agreed with the proposal that new staff will be entitled to a reduced redundancy package which is still greater than the statutory amounts.
- HR and UNISON have agreed a Job Evaluation Policy for Strata.

4.1.3 It was agreed with UNISON that the phasing for restructuring the teams would be agreed with them in advance prior to consultation commencing.

## **5 Employees representative meeting**

5.1 This is a communication rather than a negotiating forum and the forum was put in place to comply with TUPE legislation. A meeting is scheduled for week commencing 12 October to communicate the outcomes of the Staff Joint Forum.

## **6 Performance Excellence Reviews (PERs), values and Strata purpose**

6.1 The Board have agreed the HR proposed Strata purpose and values and the behaviours framework which will form part of the Performance Excellence Review process.

6.2 Following HR recommendations, it is agreed that the review process will take place annual and individuals will be reviewed against their objectives and the behaviours framework. This will take place in March/April and HR will collect the scores from managers to confirm PERs are taking place and to identify emerging individual development issues.

## **7 Learning and development**

7.1 The Board have agreed that the managers should undertake a formal ILM (Institute of Learning Management) accredited management course. HR is in the process of drawing up a Training and Development Plan for the COO and Strata Board to agree.

## **8 Staff Engagement survey**

8.1 HR has provided and agreed with the Board a staff engagement survey which HR will send out from the Board on an annual basis. This has been sent out to coincide with Strata's first birthday at the beginning of November. HR will analyse and summarise and produce an action plan for the Board to consider and communicate to Strata staff.

## **9 Individual staffing issues**

9.1 There have been a number of Individual staffing issues requiring significant HR time and advice to mitigate risk and cost to the Company. The COO and Board have agreed it remains a key message from HR that Strata management team must seek early advice on staff related matters.

## 10 People data

10.1 The following table provides key people data relating to Strata and will be reported to the Board on a monthly basis. Exception reports can be produced where issues emerge in areas such as turnover or absence.

<b>Total average headcount</b>	71.00
<b>Total average FTE</b>	68.43
<b>Employees on maternity (FTE)</b>	0.0
<b>Number of starters – cumulative</b>	5
<b>Number of leavers - cumulative</b>	5*
<b>Average days lost per FTE due to absence (from April)</b>	1.40

- Please note of the 5 leavers 3 were fixed term contracts.