

Business Change Mandate (Including Budget Mandates) Proposal Number: B16

Title: Flexible Employment Options

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

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|-----------------------------|---|
| Mandate Completed by | Peter Davies, Head of Commercial and People Development |
| Date | 16 th September 2015 |

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| How much savings will it generate and over what period? |
| Targeted recurrent annual savings of £50,000 with effect from 1 st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17. |
| Directorate & Service Area responsible |
| The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate. |
| Mandate lead(s) |
| Sally Thomas, Interim HR Manager |

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|--|--------------|
| Final mandate approved by Cabinet | Date: |
|--|--------------|

1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

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| What is the issue that the proposal is seeking to address? |
| To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave. |
| What evidence have you got that this needs to be addressed? |
| The proposal is seen as an appropriate means by which to reduce the Authority's pay bill without affecting staff terms and conditions. |
| How will this proposal address this issue |
| Any staff wishing to reduce hours, take unpaid leave or purchase additional annual leave will, where departments are able to accommodate the resultant reduction in staff resources, result in a reduction in the Authority's pay bill. |
| What will it look like when you have implemented the proposal |
| An increased number of staff accessing flexible benefits and employment packages such as to allow the mandate savings to be achieved. |
| Expected positive impacts |
| For staff wishing to access the benefits available this can ensure provide flexible working arrangements for the staff concerned. |
| Expected negative impacts |
| There are potential service impacts that would need to be managed by departments who would encounter a reduction in staff resources as a result of flexible benefit packages being taken up by staff. Some departments would ultimately need to address the resultant shortage in resources with the consequential impact being that there was no net saving to the Authority. Care would also need to be taken to avoid double counting of savings where existing or proposed staff restructures are factoring in staff who have put themselves forward to work reduced hours. |

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

| What savings and efficiencies are expected to be achieved? | | | | | | | | |
|--|--|-------------------------|--|-------------|-------|-------|-------|------------------------|
| Service area | Current Budget £ | Proposed Cash Savings £ | Proposed non cash efficiencies – non £ | Target year | | | | Total Savings proposed |
| | | | | 16/17 | 17/18 | 18/19 | 19/20 | |
| All non-school departments | Gross Pay, Employers NI and Employers Superannuation = £53m (14/15 actual) | £50k | To be confirmed | £50k | £50k | £50k | £50k | £50k recurrent savings |

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

| Options | Reason why Option was not progressed | Decision Maker |
|--|--|------------------------|
| Affecting employee terms and conditions to generate required savings | Commitment has been made to not affect employee terms and conditions | Senior Leadership Team |

4. Consultation

| Have you undertaken any initial consultation on the idea(s)? | | |
|--|-----------------------------|---|
| Name | Organisation/ department | Date |
| Senior Leadership Team | Authority – all directorate | Various |
| Senior Management Team | Authority – all divisions | 14 th Sept 2015 / 15 th Sept 2015 |
| Interim HR Manager | People Services | Various |

| Has the specific budget mandate been consulted on? | | |
|--|---|------------------------------|
| Function | Date | Details of any changes made? |
| Department Management Team | 14 th Sept 2015 | Awaited |
| Other Service Contributing to / impacted | 15 th Sept 2015 | Awaited |
| Senior leadership team | 17 th Sept 2015 | Awaited |
| Select Committee | 22 nd October 2015 | Feedback noted |
| Public or other stakeholders | 28 th September staff conference 8 th October -30 th November public consultation | Feedback noted |
| Cabinet (sign off to proceed) | Scheduled meeting 6 th January 2016 | |

| Will any further consultation be needed? | | |
|--|-------------------------------------|---|
| Name | Organisation/ department | Date |
| Managers | Local Authority | Ongoing as part of budget consultation period |
| Trade unions | Via JAG and informal union meetings | Ongoing as part of budget consultation period |
| Staff groups | Local Authority | Ongoing as part of budget consultation period |

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

| Action | Officer/ Service responsible | Timescale |
|--|--|---------------|
| Consult with managers and trade unions | Interim HR Manager | October 2015 |
| Circulate guidance to managers regarding applications for flexible benefits and employment packages | Interim HR Manager | November 2015 |
| Develop marketing material and publicise with staff | Interim HR Manager / Communications | November 2015 |
| Develop robust reporting mechanisms to capture the savings required and to ensure that departmental budgets can be reduced accordingly | People Services System & Support Manager / Finance | November 2015 |

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

| Any additional investment required | Where will the investment come from | Any other resource/ business need (non-financial) |
|------------------------------------|-------------------------------------|--|
| None | N/A | Development of marketing material to publicise flexible benefits and employment packages |

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

| Focus- Budget / Process / Staff / Customer | Indicator | Actual 2016/17 | Actual 2017/18 | Actual 2018/19 | Actual 2019/20 | Target 2016/17 | Target 2017/18 | Target 2018/19 | Target 2019/20 |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Budget | Level of additional net savings achieved from staff accessing flexible benefit and employment packages (e.g. reduced hours, purchase of additional annual leave) | | | | | £50k | £50k | £50k | £50k |
| Staff | Number of employees accessing flexible benefit and employment packages | | | | | TBC | TBC | TBC | TBC |

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

| Barrier or Risk | Strategic/ Operational | Reason why identified | Risk Assessment | | | Mitigating Actions | Post mitigation |
|-----------------|------------------------|-----------------------|-----------------|--------|---------|--------------------|-----------------|
| | | | Likelihood | Impact | Overall | | |

| | | (evidence) | | | Level | | risk level |
|--|-------------|---|----------|-------------|--------|--|------------|
| Risk of employees not taking up the offer of flexible benefits or employment packages | Operational | The flexible benefits and employment packages suggested are already available to employees. | Possible | Substantial | Medium | Marketing existing policies to staff in order to generate awareness of flexible benefits and to highlight that the Authority is actively encouraging staff to make applications | Medium |
| Potential adverse impact on service delivery where services are unable to absorb a reduced staffing complement | Operational | Core staffing in some departments is essential to delivery frontline services. | Possible | Substantial | Medium | Acceptance that net savings will only be able to be realised in posts where the reduced staff resources in the relevant department can be accommodated without taking on additional staffing | Low |

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

| Assumption | Reason why assumption is being made (evidence) | Decision Maker |
|--|--|----------------|
| That a targeted marketing campaign will result in staff taking up flexible benefit and employment packages | Whilst the benefits and employment packages in question are enshrined in existing policies staff are possibly not aware of the options that are available to them. | Peter Davies |

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

| Planned Evaluation Date | Who will complete the evaluation? |
|---|---|
| On a quarterly basis following implementation from 1 st April 2016 as part of ongoing performance monitoring | Karen Smith – People Services Systems and Support Manager |

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|---|---|
| <p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p> | <p>Please give a brief description of the aims of the proposal</p> <p>Mandate B16 - proposal</p> <p>To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave. Take-up would in turn lead to savings for the Authority whilst supporting staff to be able to have flexible working arrangements.</p> |
| <p>Name of Service</p> <p>People Services, Enterprise Directorate</p> | <p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p> |






1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>N/A</p> | <p>N/A</p> |
| <p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>N/A</p> | <p>N/A</p> |

| Well Being Goal | How does the proposal contribute to this goal? (positive and negative) | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|--|
| A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood | The proposal concerns flexible working and employment practices that are on offer to staff. There is an expected positive impact on wellbeing for any staff making use of these policies. | These proposals will be actively marketed across staff and staff groups to ensure there is maximum awareness. |
| A Wales of cohesive communities Communities are attractive, viable, safe and well connected | N/A | N/A |
| A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing | N/A | N/A |
| A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A | N/A |
| A more equal Wales People can fulfil their potential no matter what their background or circumstances | N/A – no impact envisaged | N/A |

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|--|--|---|
|--|--|---|

| Sustainable Development Principle | How does your proposal demonstrate you have met this principle? | What has been done to better to meet this principle? |
|---|--|---|
|  <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p> | N/A | N/A |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p> | N/A | N/A |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p> | Senior Leadership Team, Members, Cabinet, Select Committees, People Services teams | Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. People Services teams will be engaged at all stages of the development of the proposal and business case. Continuous feedback will be sought. |
|  <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p> | N/A | N/A |
|  <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p> | N/A | N/A |

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|----------------------------------|--|--|--|
| Age | N/A | N/A | - |
| Disability | N/A | N/A | - |
| Gender reassignment | N/A | N/A | - |
| Marriage or civil partnership | N/A | N/A | - |
| Race | N/A | N/A | - |
| Religion or Belief | N/A | N/A | - |
| Sex | N/A | N/A | - |
| Sexual Orientation | N/A | N/A | - |
| Welsh Language | N/A | N/A | - |

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

| | Describe any positive impacts your proposal has on safeguarding and corporate parenting | Describe any negative impacts your proposal has on safeguarding and corporate parenting | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|--|--|--|
| Safeguarding | N/A | Consideration will need to be given to the storage of sensitive data. | The Authority will ensure that the required levels of security, confidentiality, integrity and availability are considered with all its stored data to ensure that and risks are suitably managed. |
| Corporate Parenting | N/A | N/A | - |

5. What evidence and data has informed the development of your proposal?

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| <p>Flexible working application procedure Hours and leave policy</p> |
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The core benefit from this proposal is the positive impact that staff being able to access flexible working arrangements will have on staff wellbeing.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

| What are you going to do | When are you going to do it? | Who is responsible | Progress |
|---|------------------------------|--------------------|----------|
| No further actions beyond those listed in the evaluation form above | | | |
| | | | |
| | | | |

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

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|--|--|
| <p>The impacts of this proposal will be evaluated on:</p> | <p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on a regular basis as part of ongoing policy review.</p> |
|--|--|