

Update on EIA – Phase 3 Better Lives Programme

Staff profile

92% (142) of the phase 3 workforce across residential and day services was female with only 8% (13) male staff.

96% of staff identified themselves as white British, 2% as BME and 2% did not specify their ethnic origin.

5% (8) of staff indicated that they had a disability, 87%(135) of staff said that they did not have a disability and 8%(12) of staff did not specify if they had a disability

The age profile was predominantly middle aged with 47% of staff in the age group 51-60, 26% of staff were aged between 41 -50 and 12% of staff were 61or older. Only 3% of the workforce were aged under 30 years of age and 12% were aged between 31-40.

The staff age profile meant that a number of staff were willing to consider the option of the Early leavers initiative, reduction in hours and flexible retirement as in the other phases of the Better Lives Programme.

Consultation and engagement with staff

Extensive consultation and engagement with staff took place during phase 3. Work place briefings attended by staff, Trade Unions, HR and led by Senior service managers took place on: 24th Sept 15, 12th & 13th Sept 16, 5th Oct 16 and 24th Oct 16. These meetings provided an opportunity for staff to be briefed about the proposals and to raise any concerns.

Following these initial meetings HR held drop in sessions at establishments affected by closures. These enabled staff to raise any concerns they had about the service transformation process or their future employment. Most of these discussions were focussed around ELI, redundancy payments, likely redeployment opportunities and staffs personal circumstances. *On average 5 – 6 people attended each drop in session. These were held between October 2015 and May 2016 at each of the services scheduled for closure. Between one and five sessions were held in each service depending on staff demand.*

Service managers and HR also held one to one meetings to establish staff preferences and priorities. Staffs personal circumstances that might impact on matching decisions were taken into account and staff were asked if they were interested in ELI.

The dates one to one sessions were held are set out in the table below:

Service area	Date
Springfield day centre	12 th December 2016
Radcliffe Lane	16 th January 2017
Middlecross	20 th & 23 rd January 2017
Siegen Manor	26 th & 27 th Jan 17
The Green Day Centre	9 th February 2017

Additional sessions were held to engage staff unable to attend the initial sessions due to sickness, holidays training commitments etc.

These sessions were in addition to informal one to one sessions held at the end of 2015 / early 2016. These took place as part of the initial consultation on closures. The Purpose was to start to engage with staff, get an idea for what they wanted to do at that stage, answer queries on ELI and find out if there were any skills needs that we might be able to address. As a result of staff feedback from these events a number of Union Learn sessions were organised. Approximately half of the staff impacted by Phase 3 attended these sessions.

Formal Trade Union consultation meetings were held on 2nd Nov 16, 5th Jan 17, 3rd Feb 17, 28th Feb 17, 30th March 17. These were held following Executive Board decision in Sept 2016. Meetings focused on avoiding, reducing, mitigating redundancies, working with Trade Unions to agree the process for redeploying staff & working with Trade Unions to agree how to deal with temporary arrangements that were in place. Present at these were the Head of Service, HR & Trade Unions. Sessions were also attended by relevant CEL senior managers and HR.

Maternity and sickness

Management ensured that staff on maternity or long term sickness were kept up dated on progress and invited to staff briefings and one to one sessions.

Reasonable adjustments / disability issues / low pay

During the staff one to one preferencing meetings staff met with Manager/HR accompanied by a Trade Union representative a pro forma document was completed to capture areas such as: Interest in ELI, order of preference for nature/type and location of new work role, identify any personal circumstances that might limit options. This information was used to identify issues e.g. disability, accessibility/transport concerns, personal commitments e.g. caring commitments / responsibility for children etc. These were then factored into the matching decision making process e.g. by not placing staff too far from home if possible / trying to match staff to the hours of the day they were able to work to enable them to meet their personal commitments.

After staff were informed of matching decisions further discussions were held with a small number of staff who raised further concerns about the posts that they had been matched to. These were mainly in relation to disability issues or caring commitments. The service worked hard to be flexible to accommodate individual needs by offering alternatives where ever possible.

The matching process was discussed and agreed with Trade Unions. Job matching criteria agreed with Trade Unions focused on salary, same/similar post/work, location of work in relation to home address/travelling arrangements, staff preferences and personal circumstances. Matching not only considered the grade a person was on but also their current hours and any enhancements they were receiving to try and ensure any role they were matched to would not result in a significant reduction in pay.

The service worked hard to ensure that reasonable matches were made and in the majority of cases staffs 1st or 2nd preference was met.

Temporary arrangements

There had been minimal recruitment across these services for the last five years and as a result a number of temporary arrangements were in place to ensure safe staffing levels.

The Process for consolidating temporary arrangements / contracts was discussed and agreed with Trade Unions during phase 3. As a result many Acting ups / temporary contracts were formalised, or staff were given the opportunity to be interviewed for posts where they had been acting up for less than 2 years. It was agreed with Trade Unions that no precedents were being set in doing this as actions were being taken in relation to the specific circumstances of Better Lives Phase 3 with the joint aim of doing everything possible to avoid compulsory redundancies. Ten acting up

arrangements were consolidated and eight temporary contracts were consolidated as a result of this process.

Union Learn

Union Learn delivered a number of development sessions in response to skills gaps identified by staff. These sessions consisted of basic IT skills, maths and literacy and job application skills. These were delivered by Union Learn in various locations across the city.

21 staff completed English and Maths skills gaining either Level 1 or 2. Those that have completed level 1 will have the opportunity to complete level 2 in October 2017. These courses were held at the central library and The Green.

12 have undertaken basic ICT skills. These sessions were held at the Civic Hall and at Thorseby House.

50 staff took up offers of Distance Learning. A variety of courses at level 2 were undertaken. These included mental health awareness, nutrition and health and team leadership skills.

4 had help with CVs. (Civic Hall)

2 had help with job applications (Thorseby House)

HELP Employee Assistance programme

The councils HELP service was promoted at every opportunity during the phase three changes. HELP was mentioned at staff briefings and at HR Drop ins and in the 1 to 1 preference meetings. HELP leaflets were made available to staff at all services. Managers and staff also completed stress risk assessments where they were needed to identify staff concerns and jointly seek solutions.

Liaison with others services [internal and external] regarding job opportunities.

Liaison between HR business partners across the various directorates took place to provide advance notice of forthcoming vacancies. This enabled a number of staff to either flexibly deploy or be targeted for recruitment opportunities. This resulted in a small number of staff finding employment opportunities in the Skills team, as Passenger Assistants and Housing Support Assistants. In addition three employees obtained posts in the Business admin team. During the preference meetings that took place in early 2017 all affected staff were given the opportunity to enter the talent pool at 'pre-notice' which gave them access to vacant posts prior to general release.

Contact was also made with external organisations such as the NHS and Aspire to make them aware we had staff at risk. As a result Aspire agreed to guarantee to interview any affected staff if they applied for a post.

Job Fairs

Holding a job fair was discussed with the Trade unions early in the process. It was agreed that that a job /skills fair would take place if it became clear that Adults & Health were struggling to match people to posts. In the event this was not necessary.

Manager Peer support sessions

Four managers peer support sessions were held for the Homes/Day Centre Managers, at their request, to enable them to provide support to their teams during the service transition process.

Staff outcomes

155 staff were employed in the services at the commencement of the Better Lives Phase 3 programme in November 2016. All of the staff have transitioned successfully to new roles or left the authority under the Early Leavers Initiative.

Outcomes for day centre staff

Day centre	Number of staff	ELI	Alternative role A&H	Alternative role LCC	New remodelled service
Radcliffe Lane	9	5	3	1	N/A
Springfield	6	4	2	0	N/A
Middlecross	13	7	6	0	N/A
Siegen Manor	5	2	1	0	2
The Green	12	5	1	0	6
Wykebeck Valley	5	1	0	0	4
Total	50	24	13	1	12

Outcomes for residential staff

Care Home	Number of staff	ELI	Alternative role A&H	Alternative role LCC	New remodelled service
Manorfield	16	5	11	0	0
Middlecross	29	8	21	0	0

Siegen Manor	29	9	17	0	3
The Green	31	8	0	0	23
Total	105	30	49	0	26