

Corporate Policy and Strategy Committee

10.00am, Tuesday 12 April 2016

Redundancy Matrix

Item number 7.7
Report number
Executive/routine
Wards

Executive summary

This report asks Committee to note the action taken under the urgency procedures set out in paragraph A4.1 of the Committee Terms of Reference and Delegated Functions in relation to the Redundancy Procedure.

The Redundancy procedure (2010) includes a surplus/redundancy assessment form which can be used for selecting employees for redundancy. It was agreed with the Trade Unions that this matrix should be updated in line with ACAS guidance on best practice.

On 15 March 2016 a new assessment form was jointly agreed with the Trade Unions for use during transformation in accordance with our Organisational Review Protocol.

The new Matrix follows ACAS guidelines and was deemed the most suitable option for surplus/redundancy selection where roles are broadly similar and a reduction is required.

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Redundancy Matrix

Recommendations

- 1.1 The Corporate Policy and Strategy Committee is asked to:-
 - 1.1.1 Note the action taken under urgency procedures set out at paragraph A4.1 of the Committee Terms of Reference and Delegated Functions;
 - 1.1.2 Note that a revised redundancy scoring matrix will be used during transformation, replacing the existing matrix contained within the Redundancy Procedure 2010; and
 - 1.1.3 Note that this has been jointly agreed with the Trade Unions and is in line with ACAS guidelines.

Background

- 2.1 In consultation with the Trade Unions during transformation, it was agreed to update the matrix, contained within the Redundancy Procedure 2010, taking account of current best practice outlined by ACAS.

Main report

- 3.1 There was an urgent requirement for the Council to update the matrix contained within the Redundancy Procedure 2010.
- 3.2 This matrix is required for immediate use or face the risk of delays to the completion of consultation on Organisational Reviews.
- 3.3 Paragraph A4 of the Council's Committee Terms of Reference and Delegated Functions provides that if a decision which would normally be made by a Committee requires to be made urgently between meetings of the Committee, the Chief Executive or appropriate Director, in consultation with the Convener or Vice-Convener, may take action, subject to the matter being reported to the next meeting of the Committee.
- 3.4 Appendix 1 sets out the terms of the decision made on 18 March by the Acting Executive Director of Resources in consultation with the Convenor of the Corporate Policy and Strategy Committee, given that the next meeting of the

Committee was not until 12 April.

Measures of success

- 4.1 The Council's ability to monitor and enforce this on a consistent basis during transformation.
- 4.2 Minimise risk of unfair selection for redundancy where roles are broadly similar.

Financial impact

- 5.1 None.

Risk, policy, compliance and governance impact

- 6.1 Any delay in this decision would have resulted in delays to the completion of consultation on Organisational Reviews.
- 6.2 This is considered a fair and transparent process where we have more employees than broadly similar roles within an Organisational Review.

Equalities impact

- 7.1 There are no significant equalities impacts arising directly from this report.

Sustainability impact

- 8.1 There is no sustainability impact of this report.

Consultation and engagement

- 9.1 In accordance with the Council's Committee Terms of Reference and Delegated Functions, the decision was made in consultation with the Convenor of the Corporate Policy and Strategy Committee.
- 9.2 Joint agreement sought through engagement with the Trade Unions.

Background reading/external references

[Redundancy procedure](#)

Hugh Dunn

Acting Executive Director of Resources

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Links

Coalition pledges

Council outcomes

**Single Outcome
Agreement**

Appendices

Appendix 1 – Decision under paragraph A4 of the Council's
Committee Terms of Reference and Delegated Functions

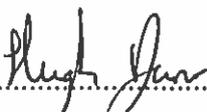
Appendix 2 – Redundancy Matrix

THE CITY OF EDINBURGH COUNCIL

DECISION UNDER PARAGRAPH A4 OF THE COUNCIL'S COMMITTEE TERMS OF REFERENCE AND DELEGATED FUNCTIONS

Considering that:

- a) The Redundancy procedure (2010) includes a surplus/redundancy assessment form which can be used for selecting employees for redundancy. It was agreed with the Trade Unions that this matrix was not fit for purpose and an alternative was required.
- b) On 15th March 2016 a new assessment form was jointly agreed with the Trade Unions for use during transformation in accordance with our Organisational Review Protocol.
- c) The new Matrix follows ACAS guidelines and was deemed the most suitable option for surplus/redundancy selection where roles are broadly similar and a reduction is required.
- d) This matrix is required for immediate use or face the risk of delays to the completion of consultation on Organisational Reviews.
- e) Given the considerations noted above, the Acting Executive Director of Resources in consultation with Councillor Andrew Burns, as the Convener of Corporate, Policy and Strategy Committee for the City of Edinburgh Council, agrees that the revised Matrix will be used during the transformation programme.
- f) This matter will be reported to the next Corporate Policy and Strategy Committee (April 2016).

..... (Please sign here)

Hugh Dunn, Acting Executive Director of Resources

18 March 2016

..... (Please sign here)

Andrew Burns, Convener of Corporate, Policy and Strategy Committee

March 2016

Redundancy Selection Process

Purpose

- Enable the selection of candidates for redundancy from a pool of people
- Process is both fair and seen to be fair to all impacted employees
- Every impacted employee in a pool will be evaluated
- Individual evaluations will be given to people – that is they will be able to see how they have been scored

Criteria Overview

- There are 4 criteria:
 - Work Performance
 - Competencies
 - Disciplinary Record
 - Attendance Record*

All criteria have the same weighting apart from attendance which has a weighting of a third of the others.

*Absences related to a known disability or pregnancy should be discounted for the purposes of redundancy scoring.

Criteria Scoring – Work Performance (1)

Work Performance	Score
1. Exceeds the requirements of the role (marked as a 4 in PRD for all objectives)	15
2. Above expectations for the role (marked above an average of 3.6 for objectives in PRD)	12
3. Meets the requirements of the role (scored as a 3 overall for objectives in PRD)	9
4. Meets some of the objectives of the role (scored as a 2 overall for objectives in PRD)	6
5. Does not meet the requirements of the role (scored as a 1 overall for objectives in PRD)	3

Where staff are in grades 1 to 4 and no PRD is available, see next slide...

Criteria Scoring – Work Performance (2)

	Score
Work Performance where no PRD	
1. Exceeds the requirements of the role (the manager can evidence at least 3 examples in the last 12 months in support of this score)	15
2. Above expectations for the role (the manager can evidence at least 1 example in the last 12 months in support of this score)	12
3. Meets the requirements of the role (the manager is satisfied that performance is strong and there have been no significant discussions around performance concerns in the last 12 months)	9
4. Meets some of the objectives of the role (the manager has evidence of poor work performance in the last 12 months and the identified improvements have not been achieved)	6
5. Does not meet the requirements of the role (the manager has evidence of poor work performance on more than one occasion in the last 12 months and the identified improvements have not been achieved)	3

Criteria Scoring – Competencies (3)

Competencies	Score
1. Exceeds the requirements of the role (marked as a 4 in PRD for all competencies)	15
2. Above expectations for the role (marked above an average of 3.6 for competencies in PRD)	12
3. Meets the requirements of the role (scored as a 3 overall for competencies in PRD)	9
4. Meets some of the objectives of the role (scored as a 2 overall for competencies in PRD)	6
5. Does not meet the requirements of the role (scored as a 1 overall for competencies in PRD)	3

Where staff are in grades 1 to 4 and no PRD is available, see next slide...

Criteria Scoring – Competencies (4)

Competencies where no PRD

	Score
1. Exceeds the requirements of the role (the manager can evidence at least 3 examples in the last 12 months in support of this score)	15
2. Above expectations for the role (the manager can evidence at least 1 example in the last 12 months in support of this score)	12
3. Meets the requirements of the role (the manager is satisfied that work behaviour is positive and there have been no significant discussions around behaviour concerns in the last 12 months)	9
4. Meets some of the behaviours of the role (the manager has evidence of poor behaviour in the last 12 months and the identified improvements have not been met)	6
5. Does not meet the requirements of the role (the manager has evidence of poor behaviour concerns on more than one occasion in the last 12 months and the identified improvements have not been met)	3

Criteria Scoring – Disciplinary

	Score
1. No record of disciplinary action <u>at the date of assessment</u>	15
2. Record of informal disciplinary action – where paragraph 6 of the Disciplinary procedure has been invoked. <u>Employees are subject to informal disciplinary action and are in a review period to improve</u>	12
3. Written warning – <u>a live written warning is on file at the date of assessment</u>	9
4. Final written warning – <u>is live and on file at the date of assessment</u>	6
5. Final written warning and sanction short of dismissal – <u>is live and on file at date of assessment</u>	3

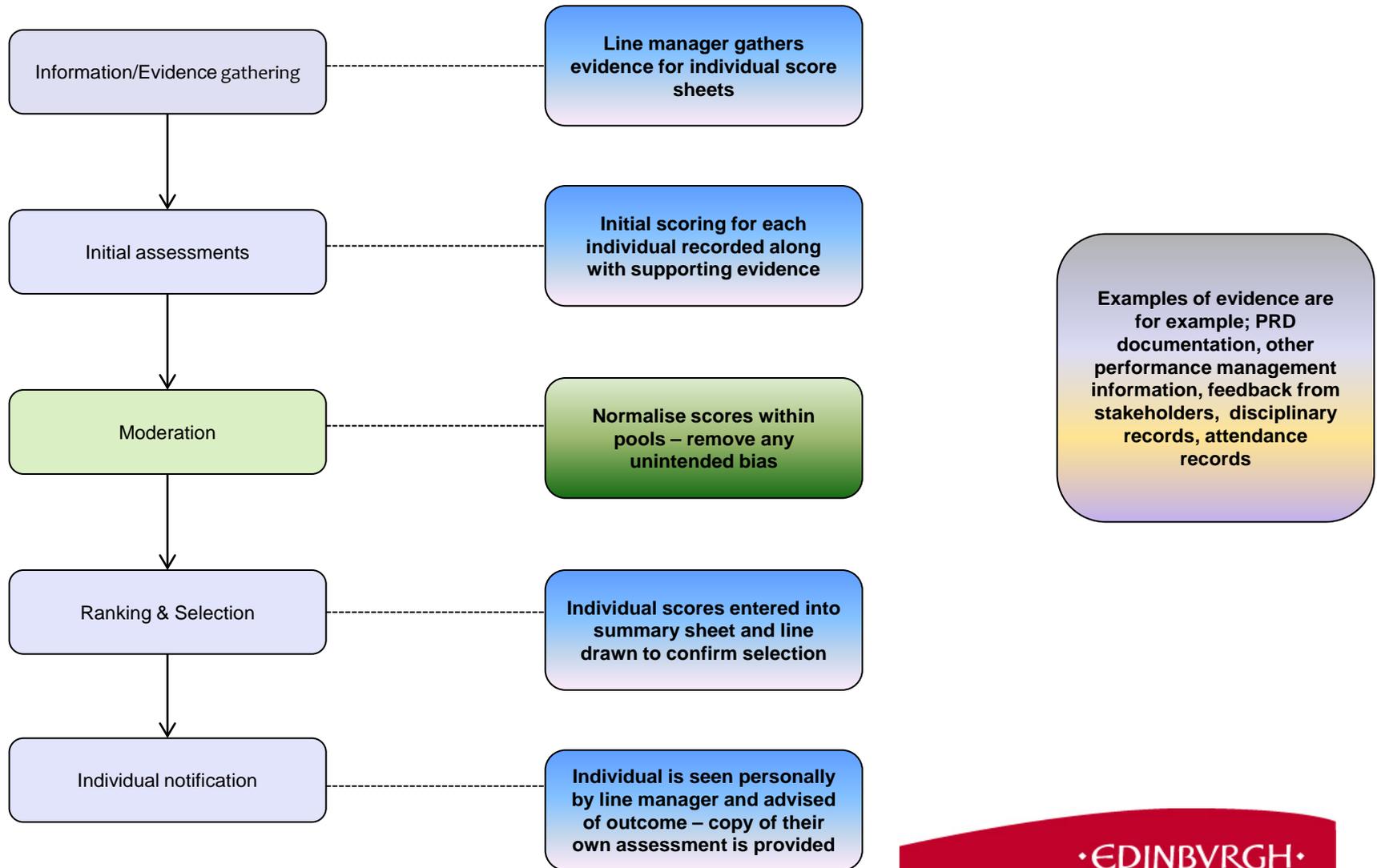
Criteria Scoring – Attendance

1. No recorded absence 5
2. Some absence but below 4% CEC target (so 9 days or less) 4
3. Attendance is in line with target for CEC (so more than 9 days but less than 12) 3
4. Attendance is less than target for CEC (so 12 days but less than 15) 2
5. Attendance is unacceptable (15 days or more) 1

The number of working days lost due to absence within a 1 year period ending on the date of assessment.

Sickness absence covered by the Equalities Act 2010, industrial injury or pregnancy will be excluded from the calculation

Evaluation process for each assessment criteria



Moderation Process

1. Line Managers will make an assessment of each member of staff within a redundancy pool and record this on a redundancy scoring sheet (see next slide), together with a note of the evidence for their score
2. A copy of this scoring sheet will ultimately be provided to the staff member
3. Once all staff within a pool have been scored, this will then be moderated by another line manager within the service area and a member of the HR team not previously involved
4. The purpose of this moderation is to remove any unintended bias
5. The moderators will ensure that the evidence provided matches the score given and will challenge where this does not appear to match
6. A note of the challenge and the response given and any action taken will be recorded by the manager responsible for the scoring

Redundancy Scoring Sheet

Name:		Job Title:		Grade:		Department:	
Work Performance		Competencies		Disciplinary		Attendance	
Exceeds	15	Exceeds	15	None	15	No absence	5
Above expectations	12	Above expectations	12	Informal	12	9 days or less	4
Meets	9	Meets	9	Written	9	10 or 11 days	3
Meets some	6	Meets some	6	Final written	6	12 to 14 days	2
Does not meet	3	Does not meet	3	FWW & Sanction	3	15 days or more	1
Score		Score		Score		Score	
TOTAL SCORE							
Signed (manager)					Date		
Signed (moderator)					Date		
Signed (HR moderator)					Date		

Evidence relied upon for each score to be attached to this sheet. This top sheet is employee copy from which employees will note the level of scrutiny applied



Redundancy Scoring Sheet - Overall

Name	Job Title	Score
Employee A	Job Title	50
Employee B	Job Title	50
Employee C	Job Title	44
Employee D	Job Title	42
Employee E	Job Title	36
Employee F	Job Title	34
Employee G	Job Title	29
Employee H	Job Title	29
Employee I	Job Title	27
Employee J	Job Title	27

Employees below the line are surplus