



# Group Policy: Workforce Establishment Planning Policy

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Approval Body	RCH Group Board
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This policy is available, on request, in different languages and in other formats such as large print, audio format and braille as required.

## 1. Scope

This is a Group policy and therefore applies to all employees and Board Members of the RCH Group of companies. As at February 2023, the RCH Group consists of River Clyde Homes (RCH) and its subsidiary, Home Fix Scotland Ltd (HFS).

## 2. Introduction

- 2.1 RCH Group is committed to providing value for money through managing its people and skills resources effectively. The maintenance of accurate staffing establishment information, including the staff demographics profile, is critical to meaningful forward planning from both a budgetary and workforce planning perspective.
- 2.2 The RCH Group ensures an alignment between the RCH Group employee establishment and its strategic goals to ensure that it has a sufficient number and mix of employees with the appropriate skills, qualifications and capabilities to deliver effective services.
- 2.3 The RCH Group does this through maintaining accurate and up to date staffing establishment figures across its Group organisations. This ensures that each Directorate has regular and accurate information on its staffing establishment to enable the Executive Leadership Team (ELT) to manage and control the costs of employees, together with ensuring the correct authorisation approvals have been granted for any amendments to either the current staffing establishment or for future workforce planning. Effective recording and budgetary control of the staffing establishment figures are imperative.
- 2.4 The Workforce Establishment Planning Policy forms a fundamental management control for the RCH Group. This policy and procedure has been developed to provide guidance to the ELT, Heads of Service and line managers and all those involved in the budgeting, resourcing and recruitment of staff. It will enable all budget holders to ensure that all changes to the staffing establishment and recruitment activities are aligned to the Group's workforce needs, whilst ensuring that workforce resources are managed robustly and consistently.

### 3. Policy Statement

- 3.1 This policy will guide the RCH Group in its application of how we will support the management of the Group workforce establishment. It will also support the continuing change management process and fine tuning of the organisational structures and the review of key services required to support business needs.
- 3.2 The RCH Group organisational structures will be regularly reviewed to ensure that the right people with the right skills, experience and leadership qualities are appointed to vacant or new roles.
- 3.3 The RCH Group will develop succession planning programmes, including secondment opportunities where possible, that will support our internal skilled workforce to develop key skills required for future job roles, especially those that are business-critical and/or senior roles. This will build our internal skilled workforce and enable them to be more competitive should senior or business-critical roles be advertised externally as part of the recruitment campaign.
- 3.4 The RCH Group will comply with all aspects of employment law and statutory obligations as a result of any proposed organisational changes, including any potential redundancy situations which may result from these proposals.
- 3.5 This policy and its relevant procedures will minimise the effect of any proposed organisational changes will have on the RCH Group employees as much as is reasonably possible.

#### 3.6 Potential Risk of Redundancy

- 3.6.1 In the event of a potential risk of redundancy situation in any one of the RCH Group organisations, senior management will disclose relevant information to its trade union partners or employee representatives, whichever is relevant, if there is a likelihood of potential redundancies. In these instances, senior management will disclose the following information:
- The background and business case for the proposed structure amendments
  - The reasons for the proposed redundancy(ies)
  - The total number of employees affected by the proposals
  - The number and description of employees whom it proposes to dismiss (either voluntary or compulsory)
  - Proposed method of selection for redundancy

- Proposed method of how the dismissals will be carried out, including the period over which dismissals are to take effect
- Proposed method of calculating redundancy pay
- The timetable for implementing the proposed structure amendments

**3.6.2** In addition, as in any organisational structure changes which has the potential for redundancy, the RCH Group has a statutory responsibility to assist employees in finding suitable work as a means of reducing the numbers dismissed due to redundancy. Senior management will make every effort to secure alternative employment for all employees at risk of redundancy, wherever possible, and will ensure that all employees are treated fairly in all selection methods.

**3.6.3** The RCH Group will comply with the statutory regulations relating to redundancy situations. It will commit to extensive consultation with the relevant trade union(s) or employee representatives, whichever is relevant, and the wider staff body for a minimum consultation period of 30 days. This consultation will involve consideration of the proposed structures amendments.

**3.6.4** Notwithstanding 3.6.3 above, if less than 20 employees are at risk of redundancy, individual consultation will also take place with the affected employee(s) with their representatives in addition to collective trade union or employee representatives' consultation.

**3.6.5** The RCH Group will consider any representation or counter proposal submitted in writing by affected employees, the appropriate recognised trade union(s) or employee representatives, whichever is relevant, and will respond in writing within 10 working days to any submissions received during the consultation period. Where it rejects representations in whole or in part, the reasons for rejection will be stated in writing.

**3.6.6** Full details on the application of how any potential risk of redundancy situation will be managed in any company within the RCH Group is contained within the At Risk of Redundancy Procedures related to this Policy. The agreed ***Voluntary Redundancy Compensation Payment Scheme is attached as Appendix 1.***

### **3.7 Job Evaluation**

**3.7.1** The RCH Group is committed to complying with equal pay principles and operating a pay and reward system in each of its group companies which is fair and based on objective criteria for the job roles within the Group. Job evaluation underpins the approach the Group will take to comply with these principles and all new posts will go through a process of job evaluation.

**3.7.2** Any new senior management posts within the RCH Group (Chief Executive

Officer, Director and Heads of Service) will be externally evaluated against comparative organisations and other sector comparators. All other posts will be evaluated using the Northgate (GLPC) job evaluation system licensed to RCH.

- 3.7.3** A re-evaluation of any job role will automatically be carried out following any substantial amendments made to the job role as a result of business change. The Head of Service/Director, whichever is relevant, will have responsibility for submitting the amended job role for re-evaluation. If a re-grading of the job role is warranted following the re-evaluation, this will be applied and the establishment figures updated to reflect the new grading.

## **3.8 Roles and Responsibilities**

### **3.8.1 Chief Executive**

The Chief Executive has the responsibility to report to the Board on the manner in which the staffing establishment for the RCH Group organisations are co-ordinated and managed, including the numbers and grades of employees required to do this. The Chief Executive is also responsible for reporting to the Board any proposed amendments to the staffing establishment for the RCH Group organisations and the reasons for the proposed changes and for signing off all new Staffing Establishment: Business Cases.

### **3.8.2 Executive Leadership Team (ELT)**

The ELT have responsibility for their Directorates and they must:

- Work within their agreed establishment numbers and budget;
- Reporting to the Board any proposed amendments to the staffing establishment for the RCH Group organisations and the reasons for the proposed changes
- Support and sign off all relevant Staffing Establishment: Business Cases for any establishment changes or requests in their Directorates present this to the ELT for consideration;
- Work with the Finance Team to set their establishment budget for the coming year
- Ensure confirmation received from the Finance Team that sufficient funds are available before appointing any temporary staff or establishing a supernumerary post;
- Ensure that the HR Team has carried out an assessment on the staffing establishment figures that all employment alternatives have been considered prior to submission of any Staffing Establishment: Business Case.

### **3.8.3 Heads of Service / Managers**

The Heads of Service have responsibility for managing their establishment

figures and will undertake monthly reconciliations of salary expenditure and follow-up any inaccuracies and discrepancies in a timely manner with the HR and/or Finance Teams as required. They will also have responsibility for ensuring that any new establishment Staffing Establishment: Business Case documentation is completed and forwarded to the appropriate Director for sponsorship.

### **3.8.4 Trade Unions / Employee Representatives**

RCH Group will consult with its trade union partners or employee representatives, whichever is appropriate, if the proposed staffing establishment amendment(s) is likely to affect the whole of RCH or it will consult with the relevant trade union(s) / employee representatives for the affected membership group to which it has consultation arrangements with. RCH will also consult with the relevant trade union(s) / employee representatives on the likely impact this/these proposal will have on current staffing establishment levels. Whilst every effort will be made to provide a new job role for employees following any proposed structure changes process, there may be a potential risk of redundancy for some posts and these will be kept to a minimum, where possible.

**3.9** This policy is supported by the RCH Group Workforce Planning procedures.

### **3.10 Related Legislative and Statutory Framework**

- Equalities Act 2010
- Employment Rights Act 1996
- Trade Union and Labour Relations (Consolidation) Act 1992

## **4. Equality Impact Assessment**

**4.1** The RCH Group will apply this policy fairly and consistently. In implementing this policy, we will not directly or indirectly discriminate against any person or group of people because of their race, religion or belief, gender, disability, age, sexual orientation, or any other grounds. Our commitment to equality and fairness will apply irrespective of factors such as age, disability, gender reassignment, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex, sexual orientation, or other personal attributes.

## **5. Review**

**5.1** This policy will be reviewed in its entirety every 3 years, unless an earlier review is required due to changes in legal, regulatory or best practice requirements, or because monitoring and reporting reveals that a change in policy is required sooner

## **Appendix 1 - Voluntary Redundancy Compensation Payment**

### Voluntary Redundancy Compensation Payment (VRCP) Conditions:

- Must have 2 years of continuous service
- Payment based on actual weekly pay, basic salary only
- Payment for each full year of service, based on the employees age as follows:  
  
Under 22: 1 week's pay per full year  
22 – 40: 1.75 week's pay per full year  
41 and over: 2.5 week's pay per full year
- Maximum number of years service = 20
- Maximum number of weeks pay = 50
- Payment in lieu of notice will also be made in addition to the VRCP payment
- No award of additional years pensionable service for any employee in the Strathclyde Pension Scheme (SPS)
- SPS members aged over 50 will receive a VRCP based on the statutory scheme only and the total VfM to RCH must be recovered within a 2-year timescale. If this is not achievable, the employee may use the VRCP to “fund” the additional costs to RCH. Any employee in this category must satisfy the VfM conditions