

1. Establishing New Corporate Service Arrangements in the Countries and FR

FCTU have been consulted on these new arrangements at a Central Services staff council held on 28th July 2015. At the council meeting each of the component parts of the FC advised FCTU of the rationale for their part of the business in proposing these changes. FCTU were asked to respond on or before 18th August 2015.

Points Raised by FCTU

We note that the Business Strategy Group (BSG) is there to provide a mechanism by which the countries and FR can communicate how they see their businesses developing. This group is also charged with maintaining the Roadmap and as such it is these updates that are important for FCTU to be made aware of, so that union members being affected by change can be supported. Trade Unions can only offer this support if they are fully informed and have sufficient time in which to consult with union members on the aspects of change that are important to them. We would therefore insist that the Roadmap is updated prior to any further stages of decentralisation consultation.

In response to the specific proposal in Change in Approach we note the following

- i. *The countries and FR propose to move away from a hybrid Shared Service Model and establish new corporate service arrangements and that there will be no option to retain current arrangements other than those centrally provided services or functions that relate to a single staff group. FCTU endorse this change.*
- ii. *The countries and FR propose to move at their own pace and not necessarily to broadly similar timescales. However, a co-ordinated approach between countries/FR and Central Services will still take place and will continue to be managed through the BSG. FCTU are concerned that different paces of change may have a detrimental impact on some union members involved and would ask that the BSG consider this when assessing risk and cost.*
- iii. *It is noted that the cross-border functions of CFS and IFOS, if not within the remit of the new refreshed FR Agency, will form part of this process of change. FCTU are aware that we will be consulted on the refreshed FR Agency in September and endorse this change at this time subject to that consultation.*
- iv. *On the subject of costs and funding FCTU endorse the statement given in the consultation document.*
- v. *The Change Protocol and Staffing Protocol will need to be updated to reflect these proposals. FCTU endorse this change.*

FCTU are participants in this ongoing change and leading from this we will be consulted on a variety of business cases that involve individual change proposals and subsequent impacts.

Response from FC

"I welcome your positive comments that the FCTU endorses the rationale for change regarding the proposal for the Countries/FR to set-up new corporate service arrangements and move away from the current hybrid Shared Services model.

As we explained in the consultation document, the Countries/FR will move at their own pace in setting up their corporate service arrangements and this may not be at

similar timescales. Therefore, the Roadmap is no longer valid and will not be updated because it was predicated on the Countries/FR moving at similar timescales. Instead, in the near future we will share with you the timelines that are currently being developed by the Countries/FR for setting up their new arrangements.

The Business Strategy Group (BSG) will ensure a co-ordinated approach is taken in relation to the withdrawal of the Countries/FR from the Shared Services model and will seek to ensure that any detrimental impact on staff is considered and minimised where possible during this change programme.

We are in the process of updating the Change and Staffing Protocols and will share these with you in the near future.

We will continue to keep the FCTU fully informed and set aside adequate time for consultation when business case proposals are being presented for consideration.”

2. Conclusion of the Consultation on HR Services

FCTU were recently consulted on the decentralisation of HR Services at the temporary corporate staff council held on 28th July 2015. At this council meeting the proposal to decentralise HR Services was presented and FCTU were asked to respond on or before 18th August 2015. Three particular points were raised during this consultation and are listed below with the corresponding responses from the FC.

Points Raised by FCTU

The consultation document indicated how the 14 posts would fit into the new HR team structures in the various part of the business. It was requested at the Staff Council that an overarching organogram be produced to indicate where each of the current posts in HR Services will be assimilated.

- i. On the specifics of the proposal FCTU would like to be appraised of the geographical boundaries for each of the HR Managers (Operations) and numbers of staff within that boundary. Also has a Job Evaluation of these particular posts been carried out to ascertain the grading in relation to any increased responsibilities?
- ii. In terms of transition we would appreciate a working plan on how this will be achieved and that a co-ordinated approach is undertaken to reduce impacts on members of staff involved in this change. It was discussed at the Staff Council about transfers from Silvan House to any other locations in Scotland apart from FCS in Silvan House. It was also asked about the potential for a temporary post to support Central Services with less stability than other posts and the expectation of being located in Silvan House. Is it possible to expand upon these discussion points? During the transition and in line with the Staffing Protocol how much more flexibility could be offered to those in scope to achieve positive personal outcomes?
- iii. Contained within the Equality Analysis it states that there will be an overall reduction of 1x Pay Band 2, 2x Pay Band4, 1x Pay Band5 and 2xPay Band 6B. We would question why on page five of the business case that this is not given more significance and can this reduction be expanded upon? Again we would like to see these indicated on the overarching organogram when it is produced.

If the three points highlighted can be responded to then FCTU would be supportive in principle of the proposal to decentralise HR Services

Response from FC

"As requested at the Staff Council I attach a document which brings together the organograms for the HR teams in the new structures. I've also included in this document a table which shows the posts and grades from April 2016 compared with the existing structure.

I also enclose information on the geographical boundaries and staff headcount coverage of the PB4 HR Manager (Operations) posts in the Countries, which shows that the coverage for the HR Managers in terms of staff numbers is broadly similar. In FR, the HR Manager post covers all 188 staff across the agency. Similarly, in Shared Services/CFS, the HR Manager post will cover all 238 staff across the four Divisions.

The work that the PB4 HR Manager (Operations) posts will absorb from HR Services will be formal case management, which is currently undertaken by a PB4 HR Case Manager. The FC's Staff Inspector has confirmed that a job evaluation exercise is not necessary because the responsibilities between the two posts are at the same pay band level.

Since we have only reached the consultation stage of the proposal, a transition plan has not yet been produced and that is what will be drafted now and will be shared with you in due course. To respond to your point, the transition plan will be co-ordinated between HR Services and the Countries/FR to ensure that the impact on staff is minimised.

Similarly, in terms of the points you've raised regarding the transfer of staff into posts, application of the Staffing Protocol will also take place at the implementation stage where we will start the process of assimilating existing permanent HR Services staff to the permanent posts in the new structure. We will seek to achieve positive personal outcomes for the affected staff as far as possible and will keep the FCTU engaged in the implementation process.

In terms of the business case, I confirm that as per page 5, there are 14 posts in scope from the existing HR Services team and 14 posts have been created in the new structures, which means overall the number of posts has not been reduced, however the grading of these posts is not exactly the same between the existing and new structures and I have provided some explanatory text in the attached document to explain the difference. The wording in the Equality Analysis was not correct in the business case you received as it had not been updated to include the posts in the FCS HR Team structure and therefore I also attach the business case with revised wording in the Equality Analysis.

I trust this provides a sufficient response to the points raised and we will now proceed to implementation."

FCTU Secretary
September 2015