

Reason	Numbers									
	Chief Executives		Children's Services		Corporate Resources		DACHS		DUE	
	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual
Voluntary redundancy	7.41	8	51.47	82	20.15	24	157.11	252	32.89	38
Compulsory redundancy	0	0	33.39	42	0	0	10.56	12	2	2
Total	7.41	8	84.86	124	20.15	24	167.67	264	34.89	40

18. In total there has been a saving of 471.81 FTE posts. This figure has been achieved as follows:

Post saving from compulsory and voluntary redundancies = 301.12 FTE\*  
 Post saving from non filling of vacancies = 129.2 FTE  
 Post saving from redeployment/bumping = 41.49 FTE

\*Compulsory and voluntary redundancies 314.98 FTE less 13.86 FTE (this figure relates to employees who have left on voluntary redundancy but their post has not been saved as an employee at risk of redundancy bumped into the post).

#### Learning from year one

19. An exit questionnaire was issued w/c 22<sup>nd</sup> August 2011 to all who had left on the grounds of redundancy at that time. 69 were returned (19%). 60 returns were from those leaving on voluntary redundancy and 9 from those subject to compulsory redundancy. Key messages were that in general the process was well managed but some concerns were raised about communication between managers and those leaving on voluntary redundancy during their notice period.
20. The efforts to reduce the number of compulsory redundancies have been successful and savings achieved within timescales.
21. Processes such as the delegated responsibility to the Director of Corporate Resources in consultation with the Cabinet Member for HR, Law & Governance for approval of voluntary redundancies supported the efficiency and timeliness of the project. The detail of the approvals was shared with the opposition lead for HR.
22. The Managing Employees at Risk of Redundancy Policy (implemented in August 2010) provided a useful guide to managers, union representatives and employees alike to ensure clarity of the procedures involved in a fair and consistent process. Standard templates for meetings and letters enhanced consistency across the council. The policy has been reviewed and updated as a result of learning from year one experiences, including the streamlining of meetings (an area that employee feedback suggested could be improved), more detailed explanations in relation to bumping and assimilation and enhanced guidance in terms of equality assessments.