



# Executive Summary and Recommendations

	<b>Cabinet Urgency Committee Report</b>
<b>Date:</b>	<b>27<sup>h</sup> August 2008</b>
<b>Subject:</b>	<b>Performance Management and Remuneration</b>

## Summary

In order to maintain our status as an excellent Council, we must have the ability to attract and retain a “world class” highly motivated workforce with the skills, competencies and motivation to meet the Council’s needs in the short, medium and long term.

It is vital that the Council's performance management regime is fully aligned with the Council’s continuous performance initiatives including worksmart 2 by taking full account of the role of staff and managers in achieving the Council’s policy objectives. There must be an objective and transparent link between the Council’s success and rewarding employees and managers for the quality of their performance and contribution. Robust performance management, particularly in times of change and uncertainty, takes energy but, if applied effectively, it will drive the Council’s staff policies and re-focus employees’ expectations about their work and the reward they will receive for their efforts.

The Council will employ fewer people but they will need to be higher skilled and better remunerated. The current remuneration structure does not support the aspirations of the Council and will not allow us to meet the needs of our organisation going forward. The existing pay and grading structure is complex with 22 grades and 250 pay points and there is a lack of transparency and, more importantly, a lack of consistency across the organisation.

Subject to the approval of the Urgency Committee, which this report seeks, the existing pay and performance management pay structures will be discontinued for all staff in scope and replaced by a new performance management system and remuneration structure that will ensure that all future pay progression will be based on performance and increased contribution.

Adoption of these proposals will place the Council at the forefront of performance management and employment practices which, without doubt, will be emulated throughout local government service and beyond. There is already keen interest amongst colleagues in other authorities and services in developments here.

## Recommendations

1. That a robust and effective performance management system be introduced to replace the current performance related pay structures that will ensure individuals, managers and the Council will achieve maximum capability and potential..
2. That the current grading structure be replaced by a new performance driven pay and grading structure, with 7 broad bands, with 7 steps in each. Bands 6 and 7 to include a 10% performance element. Posts will be grouped into job families.
3. That staff will be assimilated to a broad band based on the grade of their post, salary as at 01.04.08 (or date of joining the Council if later) and 2007/08 PRP bonus (if applicable) and/or social care retention allowance. The new salary will be effective from 1 April 2008 and any arrears will be backdated to 01.04.08 (or the date of joining the Council if later). The appropriate rate of pay for assimilation purposes and backdating will take into account any changes in employees' pay and grading since 01.04.08.
4. That annual leave provisions will be as follows:

• Bands 1 and 2	26 days	30 days after 5 years' service
• Band 3	28 days	30 days after 5 years' service
• Bands 4 to 7	30 days	30 days after 5 years' service
5. That the above annual leave entitlements subsume any previous entitlements to "recess days", time-off for Christmas shopping and any other local or Council arrangement.
6. That staff in bands 3 and 4 who have 10 years' service on 31<sup>st</sup> March 2008 will retain their entitlement to additional annual leave for 10 years' service for the 2008/2009 annual leave year.
7. That staff who are entitled to additional annual leave as at 1<sup>st</sup> April 2008 will receive compensation as follows:

For each day's annual leave reduced = 1 day's pay at current basic salary x2  
(A day's pay will be calculated at the rate of 1/5 of weekly salaries)

8. That premium payments be as follows:
  - Alternating (1) shift 12% p.a. in addition to basic salary
  - Alternating (2) shift 13.5% p.a. in addition to basic salary
  - Rotating (1) Shift 16.5% p.a. in addition to basic salary
  - Rotating (2) Shift 19% p.a. in addition to basic salary
  - Single Shift night work 32% p.a. in addition to basic salary
  - Irregular Hours (1) 7.5% p.a. in addition to basic salary
  - Irregular Hours (2) 9% p.a. in addition to basic salary
  - Weekend enhancement (0.5) per hour worked in addition to basic salary
  - Standby Per session ( over 2 hours and up to 12 hours) £25.54

- Work on a public or bank holiday enhancement 1 hour per hour worked in addition to basic salary

Allowances are based on step one of an employee's band, regardless of the actual step on which employees are paid. Basic pay includes London Weighting allowance.

9. That authority to agree market based salary supplements be delegated to the Director of Human Resources.
10. That the Director of Human Resources be authorised to provide salary protection, or agree a buy-out, for those staff whose basic salary will otherwise be less than they received under the previous pay and grading structure on the basis set out in paragraph 1.17 of the main report.
11. That the changes to the current employee pay and grading policies (including all related local, London and national terms and conditions of employment ) proposed in this report be applied to all Council staff except, at least at this stage, the following:
  - staff in following services
    - Schools
    - WAES
    - Sayers Croft
    - CYM
  - staff on following pay scales
    - Teacher/Leadership Group(HT)/Lecturer/Technician/JNC/ Youth-worker/Soulbury/Coroner
12. That the Chief Executive be given delegated authority to resolve, agree and implement:
  - Remaining phases of the remuneration programme (i.e. to the groups of staff who are not in scope for this first phase (see 11. above));
  - All outstanding matters of detail and other remaining benefits, terms and conditions attached to remuneration.



City of Westminster

# Cabinet Urgency Committee Report

Item No:	4
Date:	27 <sup>th</sup> August 2008
Classification:	For General release
Title of Report:	<b>Performance Management and Remuneration</b>
Report of:	Director of Human Resources
Wards involved:	NA
Policy context:	<p>To recruit and retain highly skilled staff in support of delivering first class services to Westminster's, residents, businesses and visitors by</p> <ul style="list-style-type: none"><li>• maintaining top quartile pay for top quartile performance, skills and contribution; and</li><li>• developing professional and performance standards to reflect business needs.</li></ul>
Financial summary:	The New Reward package estimate of the year one costs is £2.9M, £0.1M above the approved budget.
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## **1. Detail**

### **Performance management and the remuneration structure**

- 1.1 In order to deliver the One City Programme, the far-reaching transformation in the way the Council delivers its services, allocates its resources and sets its priorities, will have to continue and be enhanced in the delivery of Worksmart 2 . This culture change must engage the Council's workforce which is, after all, the means by which the Council delivers its programmes. A vigorous and effective performance management environment must imbue in employees an enthusiasm to deliver the best services. The rewards received by staff must be transparent and clearly linked to the quality of performance so that they are confident that their contribution is known and valued; this is key to successful performance management, so that success, effort, innovation, flexibility and hard work are lauded and recognised.
- 1.2 The current performance related pay system has served the Council fairly well in the past but over the years its effectiveness as a performance management tool in a modern local authority has declined. The presence of a number of different PRP schemes which apply to different groups of staff, a large part of the workforce not being in receipt of PRP of any description, and the proliferation of local arrangements and various non-performance related payments, have undermined the transparency and credibility of current arrangements.
- 1.3 While base pay has been an important factor in attracting staff, the Council used a significant amount of additional benefits to top up salaries. These extra benefits currently exceed £1 million per year, including variable pay additions, benefits, honorariums and acting-up allowances etc. This has resulted in a wide assortment of pay solutions and, indeed, some of these premium payments have not been used entirely appropriately.
- 1.4 Consequently, the approach in arriving at these proposals for a new remuneration structure has been to create 'clean pay'. This has many benefits, particularly that managers can provide a salary that is easily communicated and understood, easy to administer and easy to benchmark in the market place.

### **Final proposals**

- 1.5 The final proposals for the new remuneration structure and associated benefits are detailed in appendix 1.
- 1.6 These final proposals comply with the overarching principles, accepted by all interested groups, which have been reported previously i.e.
- One pay system – to provide a simplified pay and grading structure
  - Added value & business driven – to pay for added value, not years' service
  - Increase productivity by increasing skills and contribution
  - Remove artificial management levels
  - Relevant to a job family for genuine transparency and career paths
  - Market based – to reflect relevant market comparisons

- Alignment between organisational and individual aspirations
- A passion for achievement

### **Pay and grading structure**

- 1.7 The proposed new remuneration structure is based on a simplified pay and grading structure of 7 Broad Bands, each with 7 steps, which provide real incentives for staff to develop their skills and increase their contribution. Progression within each band is based on:-
- a) delivery of the requisite professional and performance standards
  - b) the delivery of objectives,
  - c) demonstration of the requisite behavioural competencies
  - d) value added
- 1.8 In order to ensure a transparent and consistent approach to pay progression and career development, jobs in the organisation will be placed into one of five Job Families. The Job Family approach will also support the development of robust professional and performance standards and encourage capability development and wider career pathways.
- 1.9 The current proposal is that all staff in bands 1 – 5 will move away from incremental pay and the existing PRP and they will assimilate into a single reward model.
- 1.10 As staff in bands 6 and 7 hold significant accountability for the delivery of services and corporate objectives, it is felt that the payment of top quartile salaries without any direct performance payment would lack the necessary motivation to ensure managers have the courage to align people, structure and systems to focus on the goals and results necessary to match these levels of reward. It should be understood that the current proposal does not include an additional element of payment to senior officers but rather that they risk a percentage of their new salary package. The recommendation is that we retain a performance element in the senior manager reward proposals, and this is set at 10%.

### **Premium payments**

- 1.11 “Premium payments” (i.e. various allowances in respect of particular working patterns such as night work, shifts, irregular hours, weekend working, standby, which are paid to staff currently in ranges 1 to 14, and will assimilate into bands 1 to 4) make up a significant proportion of gross pay of employees in services where working arrangements do not conform to the Council’s “normal office hours” of 08.00 to 18.30. Therefore, these were reviewed along with the structure of basic pay.
- 1.12 The legitimacy of these premium payments in a performance-driven pay structure was questioned i.e. they reward particular working arrangements rather than the quality of the job carried out. Following extensive debate, it could not be ignored that because some working patterns impinge on employees’ domestic and non-work lives, they should continue in some form in the new remuneration structure. However, because they are not related to the actual work carried out, basing

payments on an individual's hourly rate (i.e. "the rate for the job") would not reflect the principle behind them. After all, a basic grade employee's life would be as disrupted by shift working, as would a shift manager's. The conclusions reached were that the premium payments should continue, that they should not comprise a disproportionate element of gross pay, and that they should be based on step 1 of the employee's broad band.

- 1.13 The opportunity has also been taken to simplify the calculation of these allowances. Currently they are based on a formula which excludes London Weighting but it is now proposed that London Weighting be included; the proposed premium payment percentages have been reduced to reflect the higher basic salary on which they will be calculated.

### **Annual leave**

- 1.14 It has been necessary to review annual leave entitlements so that they conform to the new band structure. Current annual leave entitlements are based on seniority (up to SMG level) and lengths of service; entitlements increase with grade and additional leave is awarded when employees achieve 5 and 10 years' local government service.
- 1.15 The opportunity was also taken to consider the rationale of the current arrangements (and whether this should be carried over into the new arrangements) and the lawfulness (under age discrimination legislation) of awarding additional leave for long service. Another consideration was the current distinction between "annual leave" and "recess leave", the latter being a remnant of the previous practice of anchoring days-off to bank holidays.
- 1.16 The final proposals:
- Comply with the new band structure
  - Simplify allowances by removing the distinction between recess and basic leave and removing additional leave for 10 years' service
  - Reflect the principles underlying age discrimination legislation by limiting time-served annual leave benefits to 5 years
  - Increase annual leave for the lower paid.

### **Protection and buy-out**

- 1.17 Most employees will either gain or not lose when assimilated into the new pay and grading structure. However, there may be some who will suffer some financial detriment and it is proposed that their current terms and conditions are bought out or protected for a three year period.

### **Timetable**

- 1.18 The implementation timetable is set out in appendix 2.

## 2. Financial implications

### On-going Revenue Consequences:

- 2.1 The Council budgeted £2.5M in the initial year for the cost of moving from the present remuneration system to the Reward structure, reducing by £0.37M in the second year and thus leaving ongoing funding of £2.13 to sustain the development.
- 2.2 The estimated cost of the scheme given to Cabinet in April was £2.7M. However Cabinet were informed that it will be possible to “manage” out the £200K excess cost through a reduction in the number of posts covered by agency staff.
- 2.3 Following formulation of the New Reward package the current estimate of the year one costs is £2.9M, £0.1M above the approved budget (see table1). However there are still some issues to be resolved that may result in further adjustments to the projected cost of the final scheme.

Table1:

<b>2008 costs Pre-assimilation</b>	<b>£'000</b>
Pay & performance related pay	80,068
Chief officer bonuses	239
Honorariums	554
Other allowances paid	2,205
<b>Total pay</b>	<b>83,066</b>
On-cost @ 20%	16,613
<b>Full pay</b>	<b>99,680</b>
<b>2008 Costs post assimilation</b>	83,016
Allowances agreed	1,500
Honorarium assumptions (1/3rd of 07/08 level)	170
Chief officer bonuses	378
Change in annual leave from 1/365 to 1/261	70
Market based salary supplement 50%	111
Acting allowance 50%	95
Libraries restructuring (non Reward)	160
Staff turnover savings	-320
<b>Total new pay</b>	<b>85,180</b>
On-cost @ 20%	17,100
<b>Full pay</b>	<b>102,280</b>
<b>Variance [full pay to full pay]</b>	<b>2,600</b>
<b>Provision</b>	<b>2,500</b>
<b>= Variance</b>	<b>100</b>

- 2.4 Managing down the £0.1M will require the following action. A general direction of travel to reduce overall workforce levels throughout the Council. Acceptance and implementation of the principles of Worksmart 2. The accelerated filling of permanent posts replacing agency staff. At the present time there are 193 vacant

posts being covered by agency staff. Agency costs are on an average 50% higher than the cost of a post. With the new pay structure in place, working as a permanent member of staff should become more attractive to prospective employees reducing the reliance on agency staff. Converting 30% of the vacant posts should result in a saving of £1,033M

- 2.5 The year 2 budget and beyond assumed a further £0.37M reduction in salary costs (including agency costs). This will require a further target to be met by service management action in converting still more agency staff to Council staff.

**One-off and Salary Protection Costs:**

- 2.6 There are associated one-off costs for the scheme totalling £280K. The one-off costs are made up of:

- 1) Annual leave buy-back £98K
- 2) Market based salary supplement buy-back £182k.

These costs can be met from reserves.

- 2.7 Salary protection arrangements will be split over 3 years, with the following 3 year costs identified:

1) City Guardians protected remuneration	£306K.
2) Various other	£742K
<b>Total</b>	<b>£1,048K</b>

These costs can be met from reserves.

**Outstanding risks:**

- 2.9 The above estimates were derived from existing salary information, and projections are subject to the on-going work in progress by Human Resources in finalising individual pay arrangements.

**3. Legal implications**

- 3.1 The changes to pay and employment conditions will require contractual changes to individual employment contracts with the Council's directly employed staff. These changes will be pursued through voluntary consensual changes in the first instance. However, to ensure consistency across the organisation, it is envisaged that the changes will ultimately be imposed by way of termination on notice of existing contracts and immediate offers of re-employment on the new terms and conditions where voluntary agreement cannot be achieved.

- 3.2 The advice of Counsel experienced in employment law has been obtained on a number of key principles in relation to the proposals, including scope, implementation, equal pay, market factor salary supplements, pay protection etc. The proposals have been developed with this advice in mind.

## **4. Staffing implications**

- 4.1 The proposed new remuneration structure will have a significant impact on staff across the Council. Many employees have raised concerns about the potential for negative impact and hidden cuts but, working closely with Union representatives, they have been assured of the intention that no one is worse off, (although no absolute assurances could be given until all local arrangements and unofficial agreements have been identified and investigated). Notwithstanding these reservations which relate to a minority of staff, most employees will benefit from the new proposals.
- 4.2 The approach to shift and weekend working, and other premium payments, has been reviewed so that there will be a consistent and transparent application of these across the council. The final proposals have also sought to standardise and rationalise other benefits including annual leave and flexible working.
- 4.3 Formal trade union consultations started in February this year and have been largely positive. Unison will ballot its members with a recommendation that the Council's proposals (which are subject to Cabinet agreement) be accepted. The ballot started on 21<sup>st</sup> July 2008 and will be open until 15<sup>th</sup> August 2008.
- 4.4 Direct consultation with employees has been given a high priority and has included:
- Frequent management briefings with an expectation that these will be shared with their staff;
  - Bulletins and guides on the Wire;
  - FAQs;
  - Access given to all consultation documentation;
  - An open invitation to send in queries and comments;
  - Direct meetings between senior management and employees; where there are particular issues to be addressed direct meetings with groups of staff
- 4.5 The consultation exercise will continue but with a greater emphasis on the impact on individual employees. A full programme of individual consultation and advice has been designed so that maximum sign-up to the new arrangements can be achieved. Strategies will be in place to encourage those with reservations about the new structure to sign-up and for resolving situations where employees decline this opportunity. Consultations on key strategic issues, such as performance management, will also be ongoing.

## **5. Business Plan Implications**

- 5.1 To recruit and retain highly skilled staff in support of delivering first class services to Westminster's, residents, businesses and visitors by
- maintaining top quartile pay for top quartile performance, skills and contribution; and
  - developing professional and performance standards to reflect business needs.

## **6. Outstanding issues**

- 6.1 To consider the appropriateness of applying this pay and grading structure to Council employees who were not in the scope of this review.
- 6.2 To review the efficacy of any employment policies which are related to remuneration and performance management but have not been in the purview of this review.

## **7. Risk management implications**

- 7.1 The Reward Steering group monitors and considers risk management issues at its weekly meetings, and remedial action is directed as appropriate.

## **8. Reason for decision**

- 8.1 In order to continue to provide the very best services to those who live, work and visit the City, it is vital that the Council maintains its “excellent” status. To do this, the Council has to attract and retain a “world class” highly motivated workforce with the skills, competencies and motivation to meet the Council’s needs in the short, medium and long term. The new remuneration structure as proposed in this report will make a major contribution to the City Council being the employer of choice for those who have the most to offer.

**If you have any queries about this report or wish to inspect one of the background papers please contact R Newman on 020 7641 8559, fax 020 7641 2376, email [newman1@westminster.gov.uk](mailto:newman1@westminster.gov.uk).**

### **Background papers**

Resources & Corporate Services Overview & Scrutiny Committee 08.04.08  
“Remuneration Progress Report”

Audit & Performance Committee 31.03.08 “Validation of Worksmart Savings.”

**REMUNERATION Final Proposals**

Final Proposals to Cabinet

<b>Provision</b>	<b>Proposals</b>
Staff included in the review	<p>All staff except:</p> <ul style="list-style-type: none"> <li>• staff in following services               <ul style="list-style-type: none"> <li>• Schools</li> <li>• WAES</li> <li>• Sayers Croft</li> <li>• CYM</li> </ul> </li> <li>• staff on following pay scales               <ul style="list-style-type: none"> <li>• Teacher/Leadership Group(HT)/Lecturer/Technician/JNC/ Youth-worker/Soulbury/Coroner</li> </ul> </li> </ul>
Pay and grading structure	<p>7 broad bands, with 7 steps in each. Bands 6 and 7 to include a 10% performance element</p>
Assimilation into the new pay and grading structure.	<p>That staff will be assimilated to a broad band based on their grade, salary as at 01.04.08 (or date of joining the Council if later) and 2007/08 PRP bonus (if applicable) and/or social care retention allowance. The date of assimilation will be backdated to 01.04.08 (or the date of joining the Council if later). The appropriate rate of pay for assimilation purposes and backdating will take into account any changes in employees' pay and grading since 01.04.08.</p>
Annual leave	<ul style="list-style-type: none"> <li>• annual leave entitlement in the new remuneration structure be based on the Broad Bands to ensure consistency for staff within the same Broad Band.</li> <li>• annual leave entitlement be increased in new Broad Bands 1 and 2. Decrease in Bands 3 and 4 for staff with 10 years service.</li> <li>• additional leave continue to be given after 5 years service but that this will not be increased after 10 years service.</li> <li>• there will no longer be a distinction between annual leave and recess leave. This will all be shown as annual leave. This will continue to ensure that staff have flexibility to choose when and how they wish to use these recess days, e.g. for religious celebrations or observances, or any other personal activities, subject to usual provisions for requesting annual leave.</li> <li>• Current extra half-day for Christmas shopping removed.</li> </ul>

Office hours and flexible working (including rota days)	Retention of current policy until a full review in 2009.
Premium payments (Bands 1 to 4)*	<p>Proposals for these premium payments take into account service requirements, consistency and greater flexibility.</p> <p>Allowance percentages are based on step one of an employee's band, regardless of their actual step on which they are paid. Percentages are also adjusted down from current rates to compensate for the inclusion of London Weighting in the calculation.</p> <ul style="list-style-type: none"> <li>• Alternating (1) shift 12% p.a. in addition to basic salary</li> <li>• Alternating (2) shift 13.5% p.a. in addition to basic salary</li> <li>• Rotating (1) Shift 16.5% p.a. in addition to basic salary</li> <li>• Rotating (2) Shift 19% p.a. in addition to basic salary</li> <li>• Single Shift night work 32% p.a. in addition to basic salary</li> <li>• Irregular Hours (1) 7.5% p.a. in addition to basic salary</li> <li>• Irregular Hours (2) 9% p.a. in addition to basic salary</li> <li>• Weekend enhancement (0.5) per hour worked in addition to basic salary</li> <li>• Standby Per session ( over 2 hours and up to 12 hours) £25.54</li> <li>• Work on a public or bank holiday enhancement 1 hour per hour worked in addition to basic salary</li> </ul>
Honoraria	Retention of current policy.
Market factor salary supplements	These will not be taken into account for assimilation purposes. Protection will apply where the assimilation salary is less than historic MFSS. A new market based salary supplement policy will replace the current MFSS policy.
Social care retention	This will be included in base salary for assimilation purposes. This payment is not automatic as it depends on development of skill, knowledge and performance. It is authorised on an individual basis.
Performance management	Proposals are being drawn up. The TU has been consulted on latest proposals.
Job families	Proposals are being drawn up. The TU has been consulted on latest proposals.
Transitional salary protection arrangements	These offer protection for staff whose basic salary will be less than they received under the old arrangements.

## **\*Definitions of Premium Payments**

### **Alternating Shifts**

An alternating shift allowance shall be payable where:  
the total period covered by the shifts is 11 hours or more;  
there are at least four hours between the starting time of the earliest and latest shifts;  
the number of "normal office hour" shifts does not exceed one half (i.e. 1 in 2) of the total number of shifts in the rota.

Where the conditions above are satisfied, the following allowances are payable where two shifts on a rota basis not including a night shift are worked over 4, 5 or 6 days a week:

#### **Alternating (1)**

Where the total period covered by the two shifts is between 11 and 14 hours

#### **Alternating (2)**

Where the total period covered by the two shifts is more than 14 hours

### **Rotating Shifts**

A rotating shift allowance shall be payable where:  
the total period of covered by the shift is 18 hours or more;  
at least four hours are worked between 8.00pm and 6.00am

Where the conditions above are satisfied, the following allowances are payable:

#### **Rotating (1)**

Three shifts on a rota basis including a night shift over 5 or 6 days a week

#### **Rotating (2)**

Three shifts on a rota basis including a night shift over 7 days a week

### **Permanent Night Work**

Work at night as part of the normal working week, for all hours worked between 8 00 p.m. – 6 a.m. Night allowance is not payable when employed on shift work or when working irregular hours

### **Irregular Hours**

An irregular hours working allowance shall be payable where as part of the normal working week an officer's hours of duty during Monday to Friday fall outside the period one and a half hours before and/or one and a half hours after the authority's normal office hours. The Council's "normal office hours" are confirmed as 08.00 and 18.30 in line with the Council's policy on Office Hours and Flexible Working

#### **Irregular Hours (1)**

For an average of four hours but less than eight hours per week beyond the qualifying period calculated over the working cycle

#### **Irregular Hours (2)**

For an average of eight hours or more per week beyond the qualifying period, calculated over the working cycle

### **Weekend Working**

Work on Saturday and Sunday as part of the normal working week. Weekend working payments will be on a claims basis and will only be paid for weekends actually worked. They will not be paid if staff are rostered to work the weekend but do not work e.g. due to sickness absence or holiday

### **Standby**

Paid to employees who are required to remain available, away from WCC premises, to carry out their work duties, should the need arise, during hours when they would normally be off-duty. There must not be consecutive sessions of less than 12 hours.

**REMUNERATION – Initial timetable**

<b>When</b>	<b>What</b>	<b>Who</b>
9/06 to 13/06	Run assimilation reports	HRD
16/6 to 20/6	Review Assimilation data and give to BLs & Contacts for review	HR Services
23/6 to 27/6	Review and update assimilation data and return to HR services	BLs and Contacts HR Direct
30/6 to 25/08	Mapping of Assimilation data onto new pay and grading structure	HR Services
21/07 to 06/08	Union Ballot	Staff
21/7 to 01/08	Review and sign-off of new mapping data	BLs and Contacts
28/07 to 09/08	Amend the mapping data ready to produce the letters	HR Services
09/08	Result of Union Ballot	Union
28/07 to 04/08	Amend and update Oracle	HRD
4/8 to 13/8	Prepare and check all pro-forma letters	HRD, HR Services
18/8 to 22/8	Pro-forma letters given to all staff	BLs, Managers
25/8 to 16/9	Help-line, drop-ins and briefing sessions for Managers and staff	Managers, BLs, HR Services, HRD
25/8 to 22/9	Return signed pro-forma letters to HRD	Staff, HRD
14/10	Reward payroll run for first time	HRD
20/10	First Reward payslip received by volunteering staff	Staff
by 28/11	Non-volunteers: Deliver Notice and Re-engagement letters	HRD
13/10 to 19/12	Non-volunteers: Return letters to HRD	Staff, HRD
20/3/2009	Non-volunteers: First payslip received by staff	HRD

**Legend**

HRD – Human Resources Direct

BLs – Business Leads