



Public and
Commercial
Services Union

PCS STAFFING REVIEW

Consultation Document - Deploying Staff in Support of Strategic Objectives

November 2013

Foreword by the General Secretary

I am really proud of what we have achieved as a union. Our reps and staff are held in high regard across the trade union movement.

Now we are facing huge challenges and times of rapid change. This consultation document sets out a blueprint for the future on how we can best utilise our precious staff resource in a way that will continue to maximise our potential as a union.

When PCS was formed we enjoyed a period of strong growth and financial stability. In 2004 we saw the beginning of job cuts in the Civil Service and then came the financial crash and the recession caused by the greed of the bankers, compounded by the incompetence of politicians. Our members were an immediate target for the current Government as part of a ruthless austerity agenda of cuts to jobs, pay, pensions and terms and conditions.

The union has been campaigning hard to defend members from these cuts and to promote the alternative to austerity. Our summer of consultation with branches laid bare our strengths and weaknesses in respect of our workplace organising capabilities; and in respect of our ability to deliver national and local action to protect members' interests. The NEC has now agreed a strategy that includes a more targeted approach to industrial action in areas where we may be able to exert greater pressure on the government. As a consequence, we need to move more of our staff resource into front line organising activity.

The pressure on us is increased by the Tory/Lib Dem coalition's ideological opposition to trade unionism. The environment in which our reps are operating is becoming increasingly hostile. We are entering a period where, by necessity, our structures and many job roles and responsibilities have to change. We must be flexible to adapt to new circumstances to protect our members' interests.

We need to do this in the context of a declining membership and income. We have lost 50,000 members in the past 4 years. That has resulted in a fall in income for the union each year totalling millions of pounds. The Government is on track to cut the civil service to 380,000 staff (full time equivalents) by the general election in 2015 and so there are more cuts to come. We have had to reduce our staff numbers in 2013 and we need more reductions next year.

We have a clear PCS Plan and have re-launched appraisal to make sure we have regular and effective communication between managers and staff on work priorities. To support the appraisal process, we have issued a revamped staff training programme. The development of staff is a key feature of our future work programme. Our collective efforts to reduce costs have paid off and the union is now

on a more stable financial footing. In the space of 12 months, we have turned round a £2.5 million deficit in 2012 to a projected small surplus in 2013.

We have laid the foundation upon which we must now develop new structures and new ways of working to take us to the next level, to make us stronger and more effective.

This consultation explores ideas to meet that objective. We want to hear your views on what is being proposed. If you think we should be looking at viable alternatives, we want to receive your ideas.

Best Wishes,

Mark Serwotka
General Secretary

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1) Consultation, Timetable and Arrangements

This consultation provides for staff to have the opportunity to influence the shape of our future internal structures and deployment methods.

The consultation period will commence on 25 November 2013 and will run through to 17 January 2014. Consultation responses will then be considered by the SMT and a final report will then be issued.

GMB has been consulted on this document ahead of publication and we shall maintain a central dialogue with them during and beyond the consultation period.

Set piece presentations on this document will be given to all staff during December 2013. Details of the times, dates and venues for the presentations are listed on page 20 of this document. All staff are invited to express their views at those presentations and to make written submissions to their Senior National Officer should they wish to. If you are unable to attend the relevant briefing in your office/department, arrangements can be made to attend another briefing. The closing date for receipt of such submissions is 17 January 2014.

2) How does this link with our National Campaign?

At its meeting in October 2013, the National Executive Committee (NEC) considered the way forward for our national campaign following a period of consultation with Branches.

The NEC agreed that the next phase of the campaign will include a more targeted approach to calling industrial action. This will involve identifying areas where we can maximise pressure on the employer; and deploying resources to those areas in order to build the required levels of organisation that allow us to exercise the leverage identified.

The NEC agreed that the deployment of the Union's staff should be reviewed with a view to refocusing that deployment in support of the national campaign. Accordingly, the Senior Management Team (SMT) has spent some time discussing the possibilities for such a refocusing. The main objective of this exercise is to ensure that we are deploying our resources in line with the strategic objectives of the national campaign, as well as ensuring that the decisions of the NEC are implemented in the context of falling membership.

Our summer of consultation in respect of the national dispute laid bare our strengths and weaknesses. Broadly, where we have strong workplace organisation, the action we have taken so far has been generally well supported by members. With pockets

of exceptions, where our workplace organisation is poor or non-existent, the action has been generally poorly supported. The NEC has agreed that the next phase of the campaign will involve a more targeted approach which seeks to exercise leverage while building organisational capacity. Our task is therefore to deploy our resources in order to build our workplace organisation.

We have a ready-made strategy for building workplace organisation in our "Count Me In" (CMI) campaign. However, given that we are not delivering the targets we have set ourselves, it would appear that we need to improve:

- the level of buy-in for implementation of CMI amongst activists and PCS staff
- our planning processes to ensure that there is a more coherent, targeted plan for systematic delivery in workplaces.

We should continue to encourage our activist base to take up the CMI mantle in earnest, but this will require a significant cultural shift that is only likely take place in the longer term. What is immediately within our control is the ability to deploy the Union's staff in support of our objectives. Accordingly, we are now seeking to re-focus our staffing resources on delivery of CMI. Such a re-focusing will entail:

- an internal reorganisation of staff and their roles
- the development of a more targeted approach to CMI, initially directly linked to any leverage we identify from the national consultation
- a plan of action for delivering business other than CMI

3) Why Do We Need To Reduce Staffing?

Staff planning is largely shaped by declining income linked to the continued long term trend of falling PCS membership. As a rule of thumb, we have a ratio of 1 member of staff for every 1,000 members. Based on current trends, membership may fall to around 230,000 over the next 18 months.

The protection of our income is of paramount importance and our response to falling membership is to channel more staff time and resource into workplace organising activity to target the 70,000 non members in PCS workplaces where we have recognition. This would be the right thing to do at any time, but at a time when our main source of income is declining, it is much more of an imperative. Clearly, the more successful we are in our organising efforts to recruit non-members, the less pressure there is to further reduce staffing.

In this consultation document, we explore the changes that we believe are necessary to meet the challenges of the future. We have to reduce staff numbers in line with continued membership loss. The new target complement for permanent staff will be

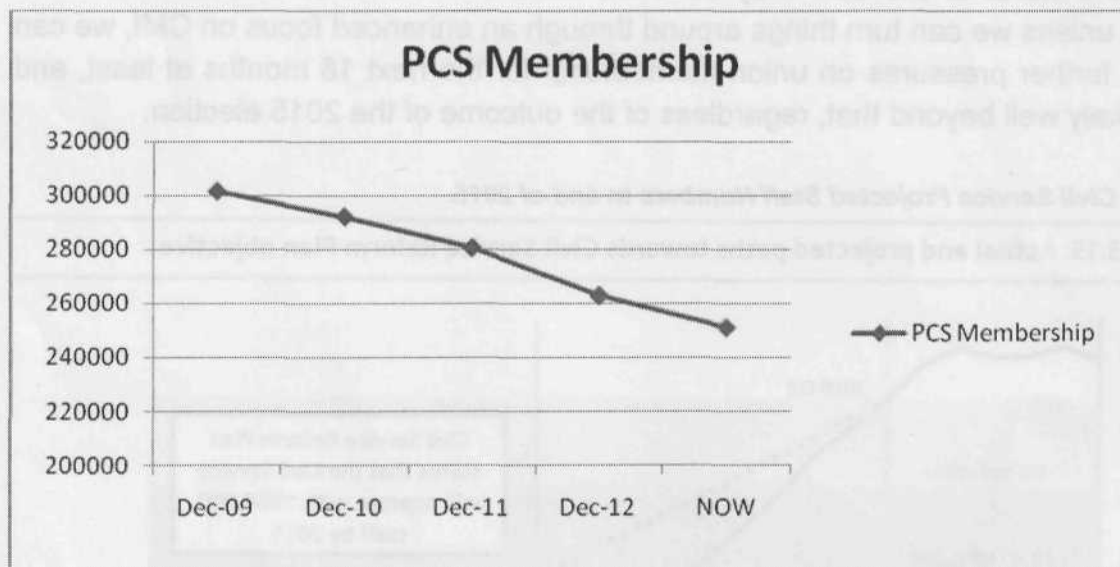
230 FTEs (full time equivalents) by January 2015. Currently we have 255 permanent FTEs.

This document proposes a route map to take us to 230 FTEs as well as responding to the NEC decision, following the summer consultation exercise, to deploy our resources in order to build our workplace organisation.

4) Why Revise the Target Staff FTE Complement from 250 to 230?

As table 1 below shows, membership has been in sharp decline since the financial crash, the election of the coalition government in 2010 and their implementation of a massive Civil Service job cuts programme. Membership loss marginally slowed down in the first half of this year but further sharp falls have returned in August and September. Membership currently stands at just below 250,000.

Table 1: Total PCS Membership 2009 - 2013



Self evidently, the loss in membership has a direct impact on our main income source and our overall income has fallen by quite sharply in just 3 years (see table 2 overleaf). The projected income for 2013 is £27.6 million.

Table 2: – Membership Income 2009 – 2012 (millions)

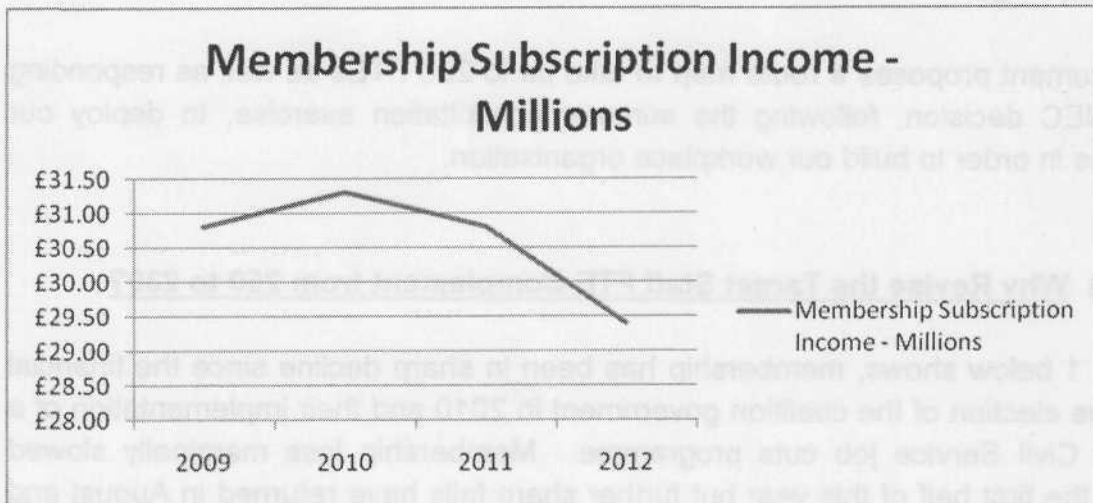
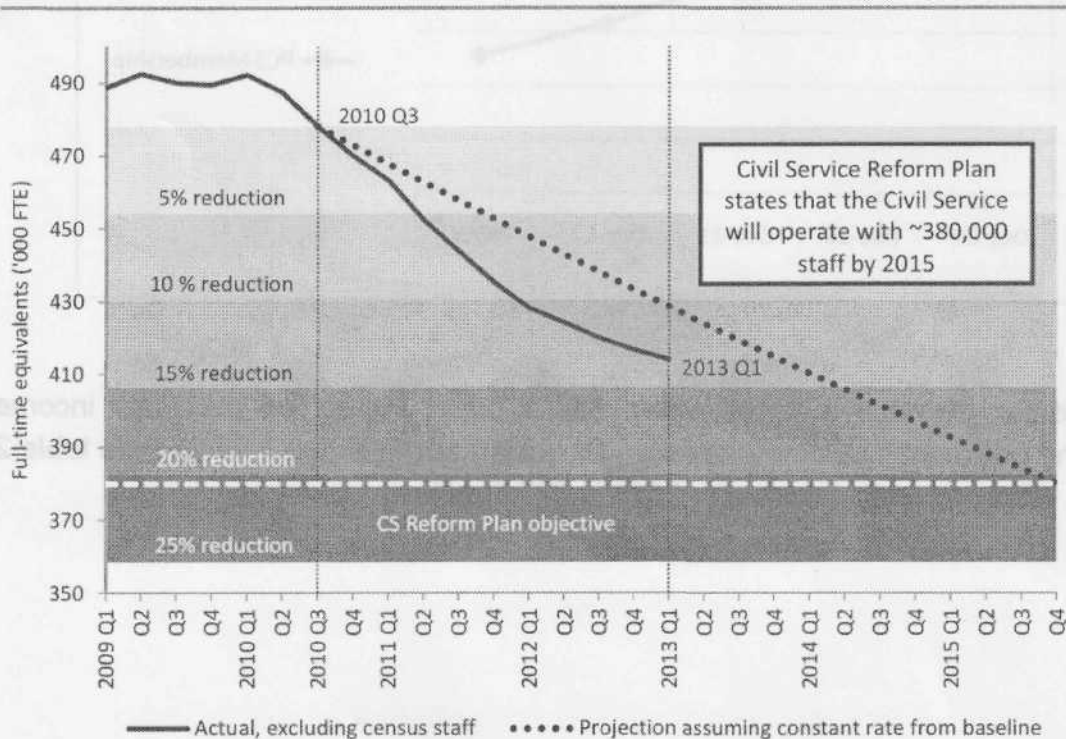


Table 3 from the Institute for Government shows the progress the UK government is making to reduce the size of the Civil Service to 380,000 FTEs by 2015. The chart shows that the Government are on target to meet their objective and indicates that whilst the worst of the cuts may be over, there are still more to come. In other words, unless we can turn things around through an enhanced focus on CMI, we can expect further pressures on union membership for the next 18 months at least, and most likely well beyond that, regardless of the outcome of the 2015 election.

Table 3 Civil Service Projected Staff Numbers to end of 2015.

Figure 3.15: Actual and projected paths towards Civil Service Reform Plan objective



Taking into account these factors, in October 2013, the SMT took the decision to revise the complement target for permanent staff from 250 to 230, to be achieved by January 2015. This was communicated to staff in the October SMT Briefing

5) How Will We Achieve the Reduction in Staff?

In contrast to the employers that our members work for, we have in place a 'no compulsory redundancy' guarantee for all permanent staff. This was affirmed during previous PCS restructuring exercises Strategic Management Reviews 1 and 2; and our intention is to extend that commitment to this next phase of internal restructuring. We are currently in talks with GMB on this in the context of a job security agreement.

Accordingly, we shall be seeking to reduce the number of permanent staff to 230 FTEs through voluntary departures. A VSER scheme is in place to that effect with offers scheduled to be made to VSER applicants in mid-December 2013; and departures expected from March 2014 onwards.

Regrettably, we are not in a position to make future employment commitments to staff on temporary contracts beyond the period of their contract. However, we will do all we can to support temporary staff, and we are in discussions with GMB to that effect.

6) How Can We Improve Support for Staff Through Better Management?

We have now introduced a clear national strategy for our future work programme, with the PCS National Plan at the centre. The strategy was highlighted in a communication sent by the General Secretary to all staff in July 2013.

The combination of having a clear annual plan, backed up by regular and effective communication via appraisal meetings and supported by a new staff development programme, will allow us to deliver our national priorities and more effectively and flexibly. Appraisal is not just a form filling exercise. It provides a two way exchange between managers and staff on work priorities and how best to achieve them, as well as facilitating a dialogue on development needs to do the job. All staff have a right to appraisal meetings and this will be a core management responsibility going forward.

7) How do we Develop Staff to Undertake New Roles and Responsibilities?

Developing the skills of our staff is a key priority for the union. Our aim is to create a working environment where employees are confident in their roles, feel positive about their development and feel positive about the contribution they are making to the organisation for the benefit of our members.

As outlined previously, we have launched a new staff training and development programme linked to a renewed focus on appraisal. The programme will tie in to the strategic direction of the union and staff placed in new roles will be provided with the relevant training and support.

There will be a strong emphasis on 'organising' training for all staff. In particular we would like to enhance the organising skills of administrative staff to better equip them with the knowledge and tools to progress within the union. This will allow staff that wish to develop in this way to become more involved in our mainstream organising activity; and we believe that this will be job enriching. We are in discussions with GMB on the development of an 'academy' type approach for PCS staff.

8) Internal Re-organisation of Staff and Roles

i) Bargaining Department

Bargaining Department staff are currently responsible for the majority of our direct engagement with activists and members. Our Industrial Officers and Administrative Officers work with our activist base on a day to day basis to ensure that the decisions of our Executive Committees are implemented in our workplaces. Moving forward, it is vital to ensure that we:

- service bargaining units to which our staff are allocated in the most efficient and effective way possible
- are able to deploy our staff flexibly in order to respond to our priorities
- deploy our staff for the majority of their time on organising and campaigning in accordance with our priorities

There is significant scope within the Bargaining Department and the English Regions for a rationalisation of Bargaining Units that would enable them to be serviced by Full Time Officers in a much more coherent fashion. There is also scope for some geographic shift of resources, as recommended in Strategic Management Review 2, that would bring our staff closer to the membership; and enable us to deploy them out in the field in accordance with our objective of building organisational capacity to exercise leverage. While this may require some initial financial investment for

recruitment in the Regions at administrative level, the benefits of this will be more than recouped in the longer term (see Annex A for projected savings).

In order to deliver this, the following proposals could be adopted:

- The number of Bargaining Department Sectors be reduced from 5 to 4 as follows:
 - BEATLED (Business, Environment, Aviation, Transport, Land Registry, Education and Defence, Westminster & International)
 - Department for Work and Pensions & Commercial
 - Home & Justice
 - Revenue & Culture
- The Defence & Public Sector Group Sector be disbanded by:
 - transferring responsibility for Bargaining Units from Public Sector Group Full Time Officers to Full Time Officers in other Sectors, who have responsibility for the parent departments of those Public Sector Group Bargaining Units
 - establishing three clusters in what remains of the Defence & Public Sector Group as follows:
 - Defence
 - International
 - Westminster
 - transferring line management responsibility for those three clusters to a newly expanded BEATLED
 - Servicing the Public Sector Group Executive Committee and Conference from 0.5 of a Full Time Officer from the newly expanded BEATLED
- The Full Time Officer servicing of the Commercial Sector be re-arranged so that our efforts are concentrated on the top six Branches in respect of membership numbers; that those six Branches be serviced by allocated Full Time Officers; and that responsibility for the remaining areas of the Commercial Sector be transferred to Full Time Officers in other Bargaining Department Sectors who have responsibility for the Public Sector departments that those areas broadly service
- The Bargaining work in the English Regions be brought under the remit of the Bargaining Department, transferring the Bargaining Units to the best fit within the 4 new Bargaining Department Sectors
- Each Bargaining Sector be allocated 12 Industrial Officers to be deployed flexibly in accordance with strategic priorities
- The administrative functions within the Bargaining Department and the English Regions be re-organised to the effect that the 4 Bargaining Department Sectors are serviced in the following geographic locations:

- BEATLED in Birmingham (with some outposts in Wales, South West and Eastern)
- DWP & Commercial in Leeds (with an outpost in the North East)
- Home & Justice in London
- Revenue & Culture in Liverpool;

those administrative staff be managed by Band 3 staff in the English Regions; and training and development be made available to those administrative staff to enable interchange of their roles between Bargaining Department and English Regions administrative work.

ii) Campaign, Communications and Organising Department

The Campaigns, Communications and Organising (CCO) department needs to re-organise in order to best support the union's shift in strategy towards an emphasis on organising and achieving more with less. There is:

- A need to focus on organising around industrial campaigns
- A need to reduce duplication and waste
- A need to provide more clarity for roles to improve management and accountability
- A need to focus resources on a political campaign in the run up to the 2015 General Election.

Campaigning and organising

The national campaign is focusing on developing campaigns that have an industrial leverage on employers, through actions co-ordinated with other unions, group action and targeted action. High density membership, good organisation and links with communities are important parts of delivering a winning campaign.

Increasing our membership density and activist numbers are objectives of the PCS Plan. Therefore, we need to ensure that all our campaigns are organising campaigns; focused both on winning gains for members and increasing membership density.

There is currently some duplication between campaigns officers and organisers. Both meet with groups and work on industrial campaigns: organisers on an organising plan; campaigns officers on materials, events and parliamentary work. We are proposing to remove this duplication so that industrial campaigns become the sole responsibility of the National Organiser. This will mean that most of the functions currently carried out by Campaigns Officers to support industrial campaigns, with the exception of parliamentary work, will transfer to the organising team.

Campaign Officers also work with equality and bargaining and other internal departments. It is important that equality campaigning also has strong organising content and therefore it is proposed that this work should also be transferred to the organising team.

The national campaign strategy has given a clear role to the National Disputes Committee (NDC) to identify and co-ordinate group and targeted disputes under the national campaign. The organising department has a key role to ensure that these campaigns have the best chance of winning. The National Organiser will chair an Organising Strategy Committee, which will include the Secretary of the NDC, to ensure that campaigns are identified, co-ordinated and resourced.

The elements of successful leverage campaigns are well established. Each campaign should have a coherent national structure and it will be the responsibility of the designated member of the National Organiser's team to ensure that the following elements are in the plan:

- Objectives – what are we trying to change
- Communications – themes and messages, materials, distribution
- Member mobilisation – increasing membership and activism
- Clear lines of responsibility and sign off

Most campaigns will also have:

- A community mobilisation plan – how can we involve other unions, service users and communities
- A political mobilisation plan – to target key MPs in constituencies

Political campaigns

The Policy and Resources Committee (PRC) has agreed the political strategy for the build up to the General Election. The outcome of the 2015 election is in the balance, meaning that a large proportion of MPs are more sensitive than usual to lobbying from their constituents. Consequently, over the next 18 months, our strategy is to mobilise our members in constituencies to lobby their MPs on national and local issues. This strategy is intended to be used in conjunction with group and targeted action under the national campaign. The NEC has also agreed that we will set up an anti-cuts function to counter the coalition's attempts to argue that the cuts have not affected the public. We also want to increase the profile of our campaigns on tax justice and welfare.

This strategy requires a major increase in the resources needed to undertake effective political lobbying. It means a change to our focus on lobbying MPs and ministers in Westminster. This will be resource intensive and needs a long period of engagement to make a real difference. This strategy will be driven from the centre

and delivered through PCS Regions and Nations. Therefore the role of the Head of Campaigns and the campaigns team will change, to focus on implementing the political strategy, parliamentary work and national campaigns.

The Secretaries of Regions and Nations have an important role in relation to delivering political campaigns. This needs to be centrally co-ordinated in order to implement the decisions of the NEC and PRC. The Head of Campaigns will chair a regular meeting of Band 5s within the Regions and Nations, which will also include the relevant Senior National Officers (SNOs). Campaign Officers will meet regularly with organisers designated to bargaining areas to develop, agree and implement political campaign plans. As with previous Make Your Vote Count campaigns, the Head of Campaigns will lead our campaigns during elections and co-ordinate staff in Regions and Nations to deliver that campaign.

Proposed changes

A re-organisation would allow us to ensure that, in accordance with our strategic objectives, all our campaigns are organising campaigns. In order to deliver this, the following proposals could be adopted:

- A Campaigns Team be established consisting of:
 - Head of Campaigns (Band 5)
 - Four Campaigns Officers covering Westminster and Constituency Campaigning, Anti-Cuts, Tax Justice and Welfare (Band 4)
 - One Campaign Assistant on e-campaign development (Band 2)
- An Organising Team be established consisting of:
 - National Organiser (Band 5)
 - One Organising Officer dedicated to National Statistics, National Projects and liaison with Equality Networks Officers (Band 4)
 - Four Organising Officers (Band 4), one to be allocated to each Bargaining Department Sector to assist with focusing resource deployment in accordance with our strategic objectives, and to assist with the implementation of our targeted campaigns, as directed by the National Disputes Committee
 - Two Support Officers dealing with much of the administrative work linked to campaigns, including project management and distribution of materials (Band 3)
- The Head of Campaigns work with Region/Nation Secretaries during targeted political leverage campaigns, including in the run-up to the General Election 2015
- The London & South East Regional Office be brought under the remit of the English Regions and consist of the following:
 - One Regional Secretary (Band 4)
 - One Administrative Manager (Band 3)

o Two Administrators (Band 2);
the administrative staff be managed by the Band 3 Administrative Manager who will also manage the Bargaining Department Home & Justice Sector administrative staff; and training and development be made available to those administrative staff to enable interchange of their roles between the Bargaining Department Home & Justice Sector and the London & South East Region administrative work.

iii) Policy and Resources

Within the Policy and Resources area there is a significant resource which has traditionally produced quality output. However, the current environment suggests a need to radically change our structures so that we are able to redirect more resources towards workplace activity, and to ensure that a clear message is transmitted across the union that it is not business as usual. Within this area, there is a significant pool of talented staff with vast experience and knowledge which, unlike some other areas of PCS, is relatively easily transferable.

There is therefore scope within Policy and Resources, the Regions and Nations and the Bargaining Department for a rationalisation of roles that streamlines and improves:

- the way we deliver Trade Union Education and Learning
- the interaction of the Education, Legal & Learning Committee (ELLC) with the work of our Full Time Officers engaged in work under the Committee's remit
- the interaction of the Bargaining, Personnel and Policy Committee (BPCC) with the work of the Bargaining Department
- the interaction of our policy work and its practical application
- the way in which we handle personal casework at PCS HQ
- the manner in which we service our equality committees

In order to deliver this, the following proposals could be adopted:

- The Band 5 for the English Regions be given overall responsibility for Trade Union Education and the Learning Project (including the Learning Centre), lay tutor recruitment and accreditation and Learning Scholarships; with delivery informed by liaison with the National Organiser in respect of CMI objectives; with Regional Secretaries having responsibility for delivery of Trade Union Education and Learning; and with course writing support provided by a Band 4 Learning Officer. With much of our Trade Union Education and Learning being delivered within the Regions, this move could bring together policy, delivery and development; and make education and learning much more responsive and nimble.

- The casework, information & legal unit and could be combined to form the new Resources for Reps Department and could comprise of:
 - Head of Department (Band 5)
 - One Legal Invoice and Billing Officer (Band 3)
 - Six Casework/Information Officers (Band 4)
 - One Information Resource Officer (Band 3)
 - Two Casework/Information Assistants (Band 2)

and it could be tasked with dealing with:

- Most of its current functions that provide information and support to reps
- All aspects of personal casework currently undertaken by the Bargaining Department
- Development of an array of tools and guidance which would be vital resources for reps to assist them in providing individual representation

Within Policy, Pay and Equality the proposal is for a radical restructure to free up the time and talent of staff; in a way that allows for more resources to be deployed more directly into bargaining, campaigning or organising. The purpose of the proposal is not to dispense with the in-depth knowledge and expertise that exists, but rather to utilise it closer to the workplace, where it receives its practical application.

There is also a proposal for a slimmed down Equality Department designed to facilitate the self-organised nature of the equality strands. The staff freed up by the reorganisation could be reallocated to duties dealing with organising and the national campaign but could also be called on to use their equality expertise when needed.

Within Pay, Policy and Pensions the proposal is that policy and guidance work be transferred to the National Officers with responsibility for Equality and the Bargaining Department Sectors; who may draw upon the expertise of current policy officers when needed. The proposed transfer of the responsibility for guidance and policy to the National Officers is designed to improve the link between policy and guidance and its practical application, taking full account of our industrial and campaigning priorities. The current Pay, Policy and Pensions staff would assist in the transferring of expertise to National Officers whilst they themselves are supported in their transition into other roles. This would enable PCS to use the skills and knowledge of staff in workplace focused activity while continuing to call upon their expertise to support National Officers in policy and guidance work.

To achieve this, the following proposal could be adopted:

- The Equality Department be re-organised as follows:
 - Head of Department (Band 5)

- One Equality & Support Officer for Women's, Lesbian, Gay, Bisexual & Transgender, Health & Safety and Young Members' Forums and Networks (Band 4)
- One Equality & Support Officer for Black & Minority Ethnic, Disability and Regional Equality Forums and Networks (Band 4)
- Two Equality Support Assistants (Band 2)
- The Bargaining Department National Band 5s and the Head of Equality service the BPCC of the NEC in line with, initially, the following portfolios:
 - Jobs and Civil Service Resourcing
 - Pay, Pensions and Equality
 - Terms and Conditions, Learning and Wellbeing
 - Privatisation
 - Facilities and Industrial Relations
 and the General Secretary deploy those Band 5s onto national bargaining as and when appropriate.
- The Bargaining Department Band 5s and the Head of Equality assume responsibility for writing policy documents and guidance, with assistance being provided on a transitional basis by current Policy Officers while they make the transition to the role of Industrial Officers
- The Senior National Officer for Policy and Resources assume responsibility for the Civil Service National Trade Union Committee in the longer term

The proposals are designed to free-up the talent and expertise of staff so that it can be redirected to our campaigning priorities, whilst achieving a shift in the culture of how PCS functions. Expanding the casework unit to free-up Industrial Officers, transferring the education and learning function closer to where it is delivered, slimming down the equality unit to enhance self-organisation and freeing up the pay and policy staff to use their expertise as close as possible to our industrial priorities, will significantly contribute to PCS being able to continue to fight the savage attacks on the union even with a significantly reduced staffing complement.

iv) Central Services

Central Services staff already play a key role in providing the essential infrastructure to support the union's strategic objectives. Work is currently underway to transfer membership services from finance to the membership department which will help support the delivery of our organising agenda. The move will also assist the finance department in focusing on their key areas of work, including providing vital data to underpin the unions financial planning. In addition, the facilities department co-operates with the communications department in providing support to Print & Distribution at times of peak activity.

In order to build existing work, the following proposal could be adopted:

- As part of the CMI data collecting targets, membership department Band 2 staff be deployed for 50% of their time chasing and cleaning membership data
- The Facilities and Membership & ITT Departments be merged
- In periods of peak campaigning activity, support for Print & Distribution be provided be provided by Central Services

v) **Regions and Nations**

Our Region and Nation offices provide a PCS presence across the United Kingdom and will be at the heart of our move towards a more campaigning and organising focus. We shall maintain a PCS presence in all of our current locations to support the drive for more workplace organising and targeted campaigning.

As previously stated, we are proposing a reorganising of administrative support in the Bargaining Department and some of this resource will transfer to the English Regions in line with the recommendations contained in Strategic Management Review 2. Responsibility for PCS Education and Lifelong Learning will also transfer to Regions and Nations to align policy development and managerial oversight with delivery.

It is proposed that the four dedicated organiser posts resource in the English Regions will be subsumed into either the bargaining units or the organising department. The objective behind this proposal is to achieve a more joined up organising approach and to avoid duplication. The SMT is conscious that this is a change in regional function and has discussed alternative models to this proposal. Therefore, views are sought on this.

Responsibility for 'devolved' bargaining areas will remain in Regions and Nations and a discussion will need to take place on where 'non-devolved' bargaining units, currently covered by the Wales and Scotland offices, will be supported in the future.

vi) **New Structure and Staffing Complement**

Annex B of this paper outlines the current structure and complement. Annex C outlines the new structure and staffing complement that could emerge in the event that the proposals in this paper are adopted. Annex D contains details, all by grade, of:

- the current complement numbers
- the current staff in post numbers
- the proposed new complement numbers
- the number of VSER applicants

Once the final structure and complement are determined, the General Secretary will need to decide the allocation of staff to posts.

9) More targeted approach to CMI

In order to develop a more focused, targeted approach to CMI that supports our strategic objectives, the following proposals could be adopted:

- The Appraisal & Development system be used more systematically to develop a more individually targeted approach to CMI for staff
- More targeted organising training for all staff as described previously in this document
- The National Organiser Chair an “Organising Strategy Committee” containing the Secretary of the National Disputes Committee and the Band 5s for the Bargaining Sectors, Campaigns Communications and Organising, Facilities, ITT and Membership and Regions and Nations Departments; and that the “Organising Strategy Committee” identify CMI target workplaces, measure progress against targets in those workplaces and notify outcomes to Senior National Officers for regular consideration. The National Organiser also provides the link with the lay structures through the National Organising Committee.

10) Delivering non-CMI priority business

It is imperative to ensure that we are able to deliver all non-CMI priority business. Plans for this would need to be drawn up in conjunction with lay activists. In consultation with their line managers, colleagues and lay activists, all staff could draw up plans to ensure that:

- They spend the majority of their time on progressing the CMI agenda
- All essential business other than CMI is covered

11) Your Views

This consultation document presents a blueprint in respect of staff deployment that could help us to meet the challenges that we face. This is your opportunity to shape that blueprint. We urge all staff to fully participate in the process. When we work together, we are stronger.

12) Presentations Timetable

Department/Region/Nation	Date	Time	Venue
Wales/South West	2 December	10am to 12pm	PCS Wales Office
Midlands/Eastern	2 December	3pm to 5pm	PCS Midlands Regional Centre
Yorkshire and Humberside	3 December	9am to 11am	PCS Yorkshire and Humberside Regional Centre
Scotland/Northern Ireland/Northern	6 December	11am to 1pm	PCS Scotland Office
Central Services	9 December	11am to 1pm	NEC Boardroom PCS HQ
Bargaining	9 December	2pm to 4pm	NEC Boardroom PCS HQ
Equality, Policy and Resources	10 December	10am to 12pm	Room 4.3 PCS HQ
Campaigns, Communications and Organising	10 December	1pm to 3pm	Room 4.3 PCS HQ
General & Assistant General Secretaries Offices and Personnel	11 December	11am to 1pm	Room 4.4 PCS HQ
North West	13 December	11am to 1pm	PCS North West Regional Office

Recruitment of Band 2 Staff in Liverpool and Birmingham –

Projected Savings

The consultation document has identified scope to recruit five Band 2 staff (3 in Liverpool and 2 in Birmingham) to service Bargaining Department Sectors proposed to be located there and to support those Regional Offices. Five Band 2 staff would be released on VSER in London in exchange. This paper contains some illustrative costings which outline the financial benefits for PCS of such an exchange.

The cost illustration of releasing the London based staff is likely to be at the very highest end. The illustrative figures are based on gross annual salary and do not take into account pension and national insurance costs. When these are taken into account, the savings realised are likely to be higher.

Year	Salary cost of London Band 2 on max	Salary cost of 5 London B2s on Max	Salary cost of Regionally Recruited Band 2	Salary cost of 5 Regionally Recruited Band 2s	Savings each year	Cumulative Savings
Year one	£33,142	£165,710	£27,105	£135,525	£28,160	£28,610
Year two	£33,142	£165,710	£28,000	£140,000	£25,710	£54,320
Year three	£33,142	£165,710	£28,763	£143,815	£21,895	£76,215
Year four	£33,142	£165,710	£29,626	£148,130	£17,580	£93,795
Year five	£33,142	£165,710	£30,391	£151,955	£13,755	£107,550
Year six	£33,142	£165,710	£30,391	£151,955	£13,755	£121,305
Year seven	£33,142	£165,710	£30,391	£151,955	£13,755	£135,060
Year eight	£33,142	£165,710	£30,391	£151,955	£13,755	£148,815
						Then an additional £13,755 each subsequent year

VSER Cost Example

Cost of releasing 1 Band 2 in London; on the maximum of the pay scale; with 15 years service; and aged 42:

Weekly pay £637.35 x 2 weeks pay x 5 years service = £6,375

Weekly pay £637.35 x 3 weeks pay x 5 years service = £9,560.25

Weekly pay £637.35 x 4 weeks pay x 5 years service = £12,747

Weekly pay £637.25 x 2 weeks pay x 2 years service over 40 = £2,549

Total cost of releasing 1 London Band 2 on VSER = £28,931.25

Total cost of releasing 5 London Band 2 staff on VSER = £144,656.25

Current complement

	B7	B6	B5	B4	B3	B2	B1+	TUC
GS	1	1		3	2	3		
DGS								
AGS	1			1	1	2		
SMT					0	2		
Personnel			1	1	3	3		
NTUC		0.5						
Bargaining		1			3	13		
DWP & Commercial			1	9				
HMRC & Culture			1	8				
MOD & PSg			1	7				
MOJ & Home Office			1	9				
Transport & Education			1	7				
Campaigns Communications & Organising		1			1	4		
Communications Design & Print			1	3	6	5		
Campaigns			1	4				
Organising and LSE			1	6				
Central Services		1						
Finance & Membership Services			1	1	3	8		
ITT & Membership			1	2	3	14		
Facilities			1		1	4		
Catering Services					1		3	
Cleaning Services							7	
Equality Policy and Resources for Reps		1			2	9		
Resources for Reps			1	5	2			
Equality & Policy			1	8				
Regions and Nations		1						
Midlands/Eastern			1	3	1	5		
Yorkshire and Humberside				2	1	7		
North West				3	1	2		
Scotland			1	4	1	2		
Wales			1	3	1	3		
Northern				2	1	1		
South West				1		1		
	2	6.5	17	92	34	88	10	0

Recruitment of Band 2 Staff in Liverpool and Birmingham –**Projected Savings**

The consultation document has identified scope to recruit five Band 2 staff (3 in Liverpool and 2 in Birmingham) to service Bargaining Department Sectors proposed to be located there and to support those Regional Offices. Five Band 2 staff would be released on VSER in London in exchange. This paper contains some illustrative costings which outline the financial benefits for PCS of such an exchange.

The cost illustration of releasing the London based staff is likely to be at the very highest end. The illustrative figures are based on gross annual salary and do not take into account pension and national insurance costs. When these are taken into account, the savings realised are likely to be higher.

Year	Salary cost of London Band 2 on max	Salary cost of 5 London B2s on Max	Salary cost of Regionally Recruited Band 2	Salary cost of 5 Regionally Recruited Band 2s	Savings each year	Cumulative Savings
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						Then an additional £13,755 each subsequent year

VSER Cost Example

Cost of releasing 1 Band 2 in London; on the maximum of the pay scale; with 15 years service; and aged 42:

Weekly pay £637.35 x 2 weeks pay x 5 years service = £6,375

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Weekly pay £637.25 x 2 weeks pay x 2 years service over 40 = £2,549

Total cost of releasing 1 London Band 2 on VSER = £28,931.25

Total cost of releasing 5 London Band 2 staff on VSER = £144,656.25

New structure and complement

	B7	B6	B5	B4	B3	B2	B1+	Total
GS	1	1		3	1	3		9
AGS	1			1	1	2		5
Personnel			1	1	2	3		7
Bargaining		1			1			2
DWP & Commercial			1	12				13
HMRC & Culture			1	12				13
MOJ & Home Office			1	12				13
BEATLED			1	12				13
Campaigns Communications & Organising		1						1
Communications Design & Print			1	2	5	8		16
Campaigns			1	4		1		6
Organising			1	5	2	2		10
Central Services		1						1
Finance			1	1	3	8.8		13.8
ITT, Membership & Facilities			1	2	3	16		22
Catering Services					1		3	4
Cleaning Services							5	5
Equality and Resources for Reps		1			1			2
Resources for Reps			1	6	2	2		11
Equality & Policy			1	2		2		5
Regions and Nations		1	1	1		1		4
Midlands & Eastern				2	1	6	0.5	9.5
Yorkshire and Humberside				1	1	8		10
North West				1	1	5		7
Scotland			1	4	1	2		8
Wales & South West			1	4	1	3	0.22	9.22
Northern				1	0.6	1		2.6
London & South East				1	1	5		7
Grand Total	2	6	15	90	28.6	78.8	8.72	229.12

Complements, SIP and VSER

	B7	B6	B5	B4	B3	B2	B1+	Total
Current Complement	2.00	6.50	17.00	92.00	34.00	88.00	10.00	249.50
Current Staff in Post	2.00	6.50	23.80	85.37	37.20	90.72	9.89	255.48
New Complement	2.00	6.00	15.00	90.00	28.60	78.80	8.72	229.12
VSER Applicants at Grade	0.00	0.00	4.00	10.00	4.00	18.00	4.00	40.00