

**BRISTOL CITY COUNCIL**

**HR COMMITTEE**

**3<sup>rd</sup> July 2014**

**Report of:** Service Director – Human Resources

**Title:** Organisation Restructure

**Ward:** N/a

**Officer Presenting Report:** Alex Holly

**Contact Telephone Number:** 0117 35 26288

**RECOMMENDATION**

The HR Committee are asked to note progress on the Organisation Restructure since the last meeting and the proposed activities for the final phase.

**Summary**

This report outlines:

- The progress with the Organisation Restructure for BG10-15 officers
- The activity to date on the BG1-9 restructure
- Details of the plans for the remainder of the BG1-9 Restructure

**Policy**

1. The Council's Managing Change, Voluntary Severance and Recruitment and Selection Policy are all applicable.

**Consultation**

**1. Internal**

- The Mayor, Party Group Leaders and the Interim Senior Leadership Team have all been consulted.
- All employees who are impacted by the proposals

- Representatives of the single status trade unions have been consulted on a weekly basis since October 2013. Special Directorate Joint Consultative Committees have also taken place.

## **2. External**

Not applicable

## **3. Context**

3.1 The Organisation Restructure for BG16 and above started on 4<sup>th</sup> November 2013. To date the following progress has been made:

- Completion of 3<sup>rd</sup> tier review (including any staff at BG16 and above).
- Completion of BG10-15 review including Voluntary Severance exercise, staff consultation and appointments / displacements.
- BG1-9 Voluntary Severance application period has completed and consultation launched.

3.2 The consultation for BG10-15 (or equivalent) staff has now ended and appointments to the new structures have been completed. The remaining activity is as follows:

- There were approximately 25 staff who have been displaced as a result of the BG10-15 restructure. Of these staff, some of them have requested voluntary severance, some have been redeployed in to new roles that were vacant, and a small number of staff have entered corporate redeployment.
- The majority of staff who have been successfully redeployed are now in their new posts, or are due to move in the near future.
- Staff who were unable to be matched to a vacant post were issued with their notice early in June and are now in redeployment.
- There are over 70 vacant posts in the new structures at a variety of grades. These posts will be advertised in order of priority.
- Any vacant posts that are not filled by displaced staff will be advertised through the normal channels from June.

3.3 It should be noted that, following further analysis by Finance, a final review of BG10-15 vacant posts is taking place to consider opportunities to realise additional savings of £500,000. This is required to meet the Council's savings target and ensure that there is no increased pressure to take out further posts at BG1-9.

- 3.4 The final phase of the restructure for BG1-9 staff started w/c 28<sup>th</sup> April with the Voluntary Severance exercise. This has been followed by the development of structure proposals for BG1-9 staff; the consultation on these structures started on 25<sup>th</sup> June. The consultation period will run for a minimum of 45 days.

The timescales for the BG1-9 restructure are:

<b>Activity</b>	<b>Timescale</b>
VS Application Window	28/04 – 06/05 - Completed
Development and costing of BG1-9 structures	May / June 2014 - Completed
VS decisions communicated to staff	30/06
BG1-9 consultation period	25/06 – 11/08 (based on a minimum of 45 days)
Leaving date for staff taking VS	31/07
Recruit to new structures	September 2014
Implementation date for new structures	October 2014

The development of the BG1-9 structures has included detailed costing of current and proposed structures to understand the level of savings that will be realised. Whilst there will be an impact of the reduction in staff in the 'to be' structures, the savings have been made without any service being stopped or closed.

- 3.5 The BG1-9 structures have been shared with staff via The Source but it is recognised that this staff cohort contains a significant number of 'hard to reach' staff who do not regularly access The Source. Arrangements have been made with targeted services to ensure that hard copy information is provided to staff where required.
- 3.6 There are 2 separate service redesign projects that are part of the Council's Change Programme running alongside the organisation restructure - Policy, Strategy and Communications and Administration and Business Support. These projects are aligned with the main restructure timetable for BG1-9 staff and draft structures have been issued alongside other services.
- 3.8 The restructure for Public Health staff at equivalent to BG1-9 will also run to the same timescales as the main restructure.
- 3.9 The main focus over the coming 45 days is to ensure that meaningful consultation takes place with all BG1-9 staff. This will include drafting the methods of appointment so that staff are aware early in the

consultation process of whether they will be required to go through a selection process.

#### 4. Proposal

The committee are asked to note the progress to date and the plans for the final phase of the Restructure with BG1-9 staff.

#### 5. Other Options Considered

Not applicable

#### 6. Risk Assessment

The priority risks attached with the Restructure to date are summarised below:

<b>Risk</b>	<b>Mitigation</b>
Loss of knowledge and experience as a result of staff taking Voluntary Severance, jeopardising future service delivery.	Loss of skills and knowledge is one of agreed criteria for assessing which VS requests will be accepted  Ensure that VS applications are considered cross-Council to understand the impact beyond immediate team/directorates.
BG1-9 staff are based in a variety of locations and have different working patterns, so it will be difficult to ensure that staff are all well briefed and receive all communications	A combination of approaches will be used to communicate with BG1-9 staff. Line managers will be responsible for initial briefings and there will also be a series of scheduled drop in sessions for staff. In addition there will be information on The Source and a dedicated contact phone number.
The timescales are too quick and staff are not supported through the change; negative impact on service delivery	All statutory consultation guidelines are followed and all staff must have a documented 1:1 discussion as part of consultation.  Supporting mechanisms in place for managers and staff – weekly manager briefings, dedicated page on The Source, Employee Assistance Programme, pensions surgery

## **Public Sector Equality Duties**

- 7a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 7b) An Equalities Impact Assessment has been drafted and will be continuously updated in accordance with progress during this review. The Equalities Team are providing direct support and guidance in this process.

## **Legal and Resource Implications**

### **Legal**

Legal advice sought - no further comments to add to the report.

**(Legal advice provided by Kate Fryer – Solicitor)**

**Financial**  
**(a) Revenue**

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The restructure forms part of the Council's Single Change Programme. The revenue and cost implications arising from the restructure are included in the Medium Term Financial Strategy approved by Council on 18 February 2014. The restructure is targeted to generate £28m full year savings and is expected to be delivered through voluntary, rather than compulsory, severance across the Council's officer core.

**(b) Capital**

Not applicable

**(Financial advice provided by Janet Ditte, Service Manager  
Business Support & 151 Deputy)**

**Land**

Not applicable

**Personnel**

There will be on-going consultation with trade unions and employees throughout the restructure and this will be carried out in accordance with the agreed HR policies.

**(Personnel advice provided by Mark Williams, HR Business Partner  
- Place)**

**Appendices:**

None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985  
Background Papers:**

None