

BRISTOL CITY COUNCIL

HR COMMITTEE

13th November 2014

Report of: Service Director – Human Resources

Title: Organisation Restructure

Ward: N/a

Officer Presenting Report: Alex Holly

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RECOMMENDATION

The HR Committee are asked to note progress on the Organisation Restructure since the last meeting and the details relating to its completion.

Summary

This report outlines:

- The final restructure activities for BG1-9 officers
- Details of the plans for completing the restructure and capturing any lessons learned

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 has been running since October 2013 and has been completed in phases. To date the following progress has been made:

- Completion of senior management review (including any staff at BG16 and above).
- Completion of BG10-15 review including Voluntary Severance exercise, staff consultation and appointments.
- Completion of BG1-9 Voluntary Severance exercise and consultation period, and the majority of appointments.

3.2 The BG1-9 restructure is now nearing completion. The only outstanding activity is:

- Ringfence interviews in a few specific service areas that have been subject to further reviews resulting in a delay to the agreed timescales (e.g. Museums, Facilities).
- Recruitment to vacant posts. Initial recruitment to vacancies arising from the restructure has been completed, but as the recruitment was internal this has resulted in a series of further vacancies where staff have moved.
- There are currently 6 displaced staff who are being supported in looking for alternative roles by the Corporate Redeployment team.
- The final establishment is being built in HR Vision.

3.3 The BG1-9 Voluntary Severance exercise has resulted in 266 applications being approved. All outstanding 'maybe' applications have now been resolved, so the only circumstances under which this figure will now increase is if displaced staff request VS and there are no suitable alternative roles available.

- 3.4 The target implementation date for the new BG1-9 structures was 20th October and staff have moved in to new roles in the majority of service areas. However, there are some areas where a transition period is taking place, particularly to facilitate internal moves where staff have successfully been appointed to vacant posts. Exact arrangements vary locally.
- 3.5 The Administration and Business Support (ABS) redesign project that was running alongside the organisation restructure is also now complete. New directorate ABS structures and generic job roles have been introduced. Transition arrangements are in place to support the new teams, but the restructure element of this project is now finished.
- 3.7 During October and November the following activities are being finalised to bring the restructure project to a close:
- Confirmation with Finance of the final savings associated with the restructure as a result of processing any outstanding Voluntary Severance leavers and costing final structures.
 - The new BG1-9 establishment will be built in the HR Vision system.
 - New establishment budgets are being set by Finance, based on the establishment in HR Vision.
 - The restructure project team is being disbanded and all activities are being transferred back to business as usual services in HR
- 3.8 To date the restructure has resulted in 610 people leaving the Council. All but 3 people have left under voluntary severance. In total 1389 applications for VS were made of which 607 were approved. This has resulted in a workforce cost saving of £21.023m. The percentage of headcount reductions at different tiers has been as follows:

Service Directors	18.5%
BG16-18	12.1%
BG 10-15	11.7%
BG1-9	6.0%

- 3.8 A closure report is being drafted to capture the main achievements of the organisation restructure and any lessons that have been learned, with input from managers and trade unions.

The report will include the following information:

- The drivers for the restructure and the approach taken
- Key outcomes (including financial savings and FTE reduction)

- Impact assessments on payroll spend, workforce diversity, workforce health and career opportunities
- Lessons learnt around engagement and communications, processes and policies, project delivery and cross-Council working.
- Next steps – what needs to be done in the future?

4. Proposal

The committee are asked to note the progress on the Organisation Restructure since the last meeting and the details relating to its completion.

5. Other Options Considered

Not applicable

6. Risk Assessment

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

Risk	Mitigation
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
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Public Sector Equality Duties

- 8a) 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.
- 8b) 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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(a) Revenue

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