

Bristol City Council

Human Resources Committee

15th May 2014

Report of: Service Director – Human Resources

Title: Organisation Restructure

Ward: City wide

Officer Presenting Report: Richard Billingham

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RECOMMENDATION

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

Summary

This report outlines:

- The progress with the Organisation Restructure for BG10-15 officers
- Details of the plans for the final phase of the Restructure (BG1-9)

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 4th November 2013. To date the following progress has been made:

- Completion of 3rd tier review (including any staff at BG16 and above).
- Completion of Voluntary Severance exercise and 45 day consultation for BG10-15 staff.
- BG1-9 Voluntary Severance exercise launched

3.3 The consultation for BG10-15 (or equivalent) staff has now ended and the focus is now on recruiting to the new structures. This includes the following steps:

- Ringfence interviews have now been completed and staff have either been appointed in to post or been displaced.
- There are approximately 25 staff who have been displaced as a result of the BG10-15 restructure. All displaced staff have been offered an individual briefing to advise them on their position and on any potential opportunities for alternative roles in the new structures.
- There are over 70 vacant posts in the new structures at a variety of grades, so the initial focus will be for displaced staff to find appropriate opportunities among the vacant posts. All vacancies have been advertised on The Source, with relevant job paperwork, to allow displaced staff to consider their options – they are only able to apply for vacancies at the same grade. A jobs fair is scheduled for 7th May where displaced staff can talk to recruiting managers about any posts that are potential matches.
- Once all opportunities to match displaced staff to vacant posts are exhausted, transferred redundancy opportunities will be considered for any staff who are still displaced. These are the roles where the post holder applied for Voluntary Severance and were told 'maybe' due to the role being business critical. It is anticipated that only a small number of transferred redundancies will occur given the relatively low number of displaced employees.

- Finally, if there are any individuals who are still displaced once the transferred redundancy option has been considered, they will enter formal redeployment from 1st June.
- Any vacant posts that are not filled by displaced staff will be advertised through the normal channels from June.

3.4 The outcomes of the BG10-15 exercise are as follows:

- A total of 508 staff applied for Voluntary Severance
- As of 1st May 2014, 293 of these applications have been accepted
- VS decisions have been reviewed several times by SLT and DLTs to ensure that applications have been agreed wherever possible

A small number of late VS applications that have been made following publication of Methods of Appointment are still being considered.

This phase of the restructure will result in annual savings of £11 million.

3.5 The final phase of the restructure for BG1-9 staff started w/c 28th April.

The phasing for this phase of the restructure will be different to the BG10-15 phase. The Voluntary Severance exercise and consultation on structures will be staggered. The timescales will be:

Activity	Timescale
Staff briefings	22/04/14 – 12/05/14
VS letters sent to staff	28/04/14 – 06/05/14
VS Application Window	28/04/14 – 23/05/14
Development of BG1-9 structures	Until 23/05/14
Consultation Period	Early June 2014
Leaving date for staff taking VS	31/07/14
Recruit to new structures	August 2014
Implementation date for new structures	September 2014

The publication of proposed structures and consultation period will follow the Voluntary Severance exercise. This will allow managers to consider VS applications in their services alongside developing the new structures, and will also ensure that sufficient time is allowed for due diligence to be completed on the structures to ensure that they fit with the Council's design principles and are affordable.

- 3.6 The consultation period for BG1-9 staff will also be for a minimum of 45 days and structures will be shared via The Source.
- 3.7 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 will be aligned with the main restructure timetable for BG1-9 staff and the project teams will continue to work closely together.
- 3.8 The restructure for Public Health staff at equivalent to BG1-9 will also run to the same timescales as the main restructure.

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:

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	All statutory consultation guidelines are followed and all staff must have

change; negative impact on service delivery	<p>a documented 1:1 discussion as part of consultation.</p> <p>Supporting mechanisms in place for managers and staff – weekly manager briefings, dedicated page on The Source, Employee Assistance Programme, pensions surgery</p>
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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

The Council should continue to consult with employees and their recognised trade unions and have due regard to any amendments to the Equalities Impact Assessment.

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

Financial

(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 Mark Taylor, Service Director Finance, 2nd April, 2014)

Land

Not applicable

Human Resources

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.

(Human Resources advice provided by Mark Williams, HR Business Partner - Place)

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None