

BRISTOL CITY COUNCIL

HR COMMITTEE

11th September 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 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 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 BG10-15 review including Voluntary Severance exercise, staff consultation and appointments / displacements.
- Completion of BG1-9 Voluntary Severance exercise and consultation period.

3.2 The BG10-15 restructure is now complete. The only outstanding activity is:

- There are 6 staff who were displaced as a result of the BG10-15 restructure who are now in corporate redeployment.
- Recruitment to vacant posts continues. Vacancies have been advertised in order of priority.

3.3 The BG1-9 Voluntary Severance exercise has resulted in 262 applications being approved. There are a small number of applicants who have been given a 'maybe' decision which are still outstanding; this will be resolved once ringfences are finalised.

3.4 The consultation for BG1-9 (or equivalent) staff has now ended and appointments to the new structures will be carried out during September and October. The process for this will be:

- Any vacant posts will be advertised before completing all of the ringfencing interviews. The reason for this is to create movement in structures as staff apply for new roles and move out of

ringfences, so it is a preventative approach which aims to minimise the overall number of ringfence interviews required.

- Vacancies will be advertised from 3rd September and all interviews will be completed by the end of September
- The recruitment process will be simplified; applicants will need to complete a 2-side document setting out how they meet the requirements of the job
- All internal staff – including agency staff and staff on fixed term contracts – will be able to apply for vacancies
- A dedicated page on The Source will be set up to help manage this process. This will go live on Wednesday 3rd September.
- All applications will be sent to restructure@bristol.gov.uk and then distributed to recruiting managers

The timeline for the remaining activity is shown in the table below:

Activity	Timescale
Job evaluation panels	14 th August – 9 th September
Complete non-competitive ringfence interviews	18 th August – 12 th September
Advertise vacant BG1-9 posts	3 rd – 17 th September
Shortlist and interview candidates	15 th – 26 th September
Agree appointments and send details to Restructure Team	By 30 th September
Complete outstanding ringfence interviews	15 th September – 10 th October
Identify any displaced staff and hold 1-to-1 to explain opportunities	13 th – 17 th October
Identify any newly vacant posts and match displaced staff	13 th – 17 th October
Advertise remaining vacant posts and complete shortlisting/interviews	From 20 th October

- 3.5 The target implementation date for the new BG1-9 structures is 20th October. However, in practice for many staff there will be a transition period from the point that any interviews or appointments are finalised

and exact dates may vary locally.

- 3.6 There is a separate Administration and Business Support redesign project that is part of the Council's Change Programme running alongside the organisation restructure. This project is aligned with the main restructure timetable for BG1-9 staff and structures / Methods of Appointment have been issued alongside other services.
- 3.7 Following the completion of the BG1-9 appointment process there will be some final activity to bring the restructure project to a close. This will include:
- 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
 - A closure report will be completed including lessons learned with input from managers and trade unions
 - As part of the closure report, changes to workforce data will be analysed including payroll spend, equalities data and sickness absence to understand the full impact of the restructure.

4. Proposal

The committee are asked to note the progress to date and the plans for the final phase of the Restructure.

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.

<p>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</p>	<p>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.</p>
<p>The timescales are too quick and staff are not supported through the change; negative impact on service delivery</p>	<p>All statutory consultation guidelines are followed and all staff must have 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>

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