

HR Committee

15 December 2022



Report of: Director: Workforce & Change

Title: Update on Council-wide change programmes

Ward: City-wide

Officer Presenting Report: James Brereton (Head of Human Resources)

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Recommendation

That the Committee notes the report.

Summary

The report briefs the Committee on the progress of two council-wide change programmes.

The significant issues in the report are:

- The Common Activities Programme formally closes this month, having so far delivered savings of £506,904. It will achieve its full programme recurring savings target of £1m in 22/23. Ownership of the savings still to be banked will transfer to the relevant directors at programme closure.
- Responsibility for ensuring the principles of the programme continue to be adhered to is being formally transferred to the Human Resources service.
- The Management & Capacity Review is currently on track to deliver the £5.5m of required savings in 2023/24 through a combination of approving succession planning applications, deleting vacant positions, and restructuring the director team. The programme will close once the savings have been achieved.



Policy

1. The restructure of the director team took place in line with the Council's Managing Change Policy. Succession planning applications are considered in line with the Council's Succession Planning Policy.

Consultation

2. Internal

Consultation with affected colleagues and their trade union representatives took place in relation to the restructure of the director team. There is no requirement to consult colleagues and trade union representatives where vacant positions are proposed to be deleted, or in connection with succession planning applications.

3. External

Not required.

Context

4. The Common Activities Programme has focused on joining up pockets of the same, or similar, corporate support service work, which previously happened in different ways across the organisation. This will make it easier to get things done through consistent, easily understood processes that make the most of everyone's skills. It will help ensure that our work is aligned behind the top Council priorities and that we focus resources and effort on these.
5. The Common Activities Programme formally closes this month having so far delivered savings of £506,904. It will achieve its full programme recurring savings target of £1m in 22/23. Ownership of the savings still to be banked will transfer to the relevant directors at programme closure.
6. The programme will close on time and under budget, having achieved its objectives. Careful management of vacancies has meant that there have not been redundancies because of the programme. Around 150 full time equivalent posts have moved into central teams, during the programme, allowing for vacancies to be deleted and helping us achieve our aim of becoming a more streamlined organisation. The programme moved at pace, and this sometimes meant that the depth of discovery work had to be limited. Common Activity Leads (heads of service) will continue to review processes and make improvements beyond programme closure. A performance board has been set up to review the performances of common activities ongoing, and this will allow services to escalate any issues as needed. The programme is holding lessons learned workshops during early December, which will feed into the closure report.
7. Responsibility for ensuring the principles of the programme continue to be adhered to is being formally transferred to the Human Resources service.
8. The Management & Capacity Review is on track to deliver the £5.5m of required savings in 23/24 through a combination of approving succession planning applications, deleting vacant positions, and restructuring the director team. Succession planning is run on a voluntary application basis. Where an application is approved, a vacant manager post should be identified for deletion. Where other vacant positions are identified an approval process is followed to agree the

deletion of the role or its retention, and this process will continue at least for the duration of the programme.

Proposal

9. That the Committee notes the report.

Other Options Considered

10. None because this report is for information only.

Risk Assessment

11. Not required because this report is for information only.

Public Sector Equality Duties

12a) 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.

12b) An Equalities Impact Assessment has not been completed because this report is for information only.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

(b) Capital

Not required because this report is for information only.

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.