

Appendix C – Restructuring process guidance and timeline

Building and costing the business case for change

- Job roles in scope have been graded/re-graded as required using HAY Group method (which carried out the review of senior officer grades in 2009) and consistent with the Council's approach to job evaluation. Two roles were viewed as having changed significantly – Assistant Director (AD) Resources and AD Commissioning. No change of grade is recommended for AD Commissioning, however the AD Resources role has been evaluated at a higher grade than current AD level but below Strategic Director level. The proposed grades and salary levels have also been market tested as part of the process.
- In formulating proposals for restructuring, it has been necessary to identify the posts/employees likely to be affected and obtain appropriate costing information including salaries, redundancy, training and early retirement costs.
 - Where posts are deemed 'at risk' HR have costed potential redundancy payments and where applicable pension costs obtained from the County Pensions team.
 - Payback options have been factored into the proposed savings.
- The process of restructuring has been planned to a timetable based on the informal phases and formal stages explained below.

Who has authorisation to approve a new structure?

- A fundamental change to how the Council is organised and structured is authorised by Council on a report received from the Chief Executive (section 4 report).

Preparing for Consultation

- Write and/or amend the job descriptions and person specifications for all roles in the new structure. ALL roles in scope MUST be graded/re-graded – this has been completed by HAY Group and is consistent with the Council's approach to job evaluation.
- Grades have been established – and a revised budget position agreed with the Chief Finance Officer to inform the Chief Executive's report
- The impact of change to each employee has been assessed. The impact could be any one of the following:

No change – No change to the post and the present post holder will continue to perform their current role.

Slot – No significant change to job role and the grade remains the same as the employee's previous job. Automatic appointment of current post holder because the duties and responsibilities are substantially the same. Posts so offered would be considered as suitable alternatives.

Ring fence for prior consideration – There has been significant change to the existing post and the post has been re-graded to a higher/lower grade; or

The post is potentially redundant and the employee occupying the post is 'at risk' of redundancy. This includes situations where the requirements of the Council for employees to undertake work of a particular kind have diminished and/or have ceased, and the number of full-time equivalents required for a particular post has therefore diminished or ceased.

In such circumstances, where new or additional posts have been created, employees 'at risk' will be ring fenced and given 'prior consideration' for these posts. This may involve a selection process if there are more employees than posts available.

At risk of redundancy - no suitable alternative - The post is potentially redundant. The employee occupying the post is 'at risk' of redundancy and no suitable alternative posts are proposed in the new structure. The employee will need to be placed on the redeployment register.

The initial view is that impact could be as follows:

Current Post	Impact of change	Proposed Post(s)
Strategic Director	Slot	Strategic Director
Strategic Director	Slot	Strategic Director
Assistant Director – Built Environment	Slot	Assistant Director – Built Environment
Assistant Director – Wellbeing & Culture	Slot	Assistant Director – Wellbeing & Culture
Assistant Director – Operations	Slot	Assistant Director – Operations
Assistant Director – HR & OD	Slot	AD OD & Change – Post to be deleted in second phase
Chief Finance Officer	At Risk - Ring Fence	Assistant Director Resources Assistant Director Commissioning
Assistant Chief Executive	At Risk - Ring Fence	Assistant Director Resources Assistant Director Commissioning
Assistant Director – CA&ST	At Risk - Ring Fence	Assistant Director Commissioning
Borough Solicitor	Out of Scope – Shared Service with TBC	N/A
Assistant Director – Community Service	Out of Scope as Post Holder has formally tendered their notice to retire Dec 2010	N/A

Informal consultation

An additional step – an informal consultation phase was built into this review.

The aims of the additional step were:

- To allow the Chief Executive and Eighty Twenty Insight to meet with and seek SLT's feedback on the draft proposals – this happened with the majority of SLT members on 11 August 2010 and this was followed up with individual meetings with those not able to attend on that day.
- To update the report and feed initial comments into the draft Section 4 report for Cabinet and SSSC.
- To update TU's on the proposed changes at an early stage – this meeting happened on 19 August 2010.

Commence formal consultation with recognised TUs and employees

Stage one of the formal consultation processes

(this has commenced, S&SSC gave support to progressing the restructuring proposals on 28th October 2010)

Recognised Trade Unions

- There is no set period for collective consultations where redundancy involves less than 20 employees, but 30 days consultation period is recommended.
- Trade Unions will be written to, enclosing current and proposed structure charts, present and new job descriptions and person specifications, timescales and an invitation to a meeting.

Employees

- Following the S&SSC decision to progress the proposals, the formal consultation period commenced on 1st November 2010. Letters were sent to SLT members, detailing the proposals, consultation arrangements and how the proposals may affect them personally. Structure charts and job descriptions/person specifications were enclosed with the letters. Employees were advised of their right to have a workplace colleague or their TU representative with them at the meeting. Letters advised employees of one of the following as it impacted their role:
 - Likely to be **LITTLE OR NO SIGNIFICANT CHANGE** to the current role - **Slot**
 - Likely to be **SIGNIFICANT CHANGE** to current role and/or **number of FTE's required** for the post are likely to **DIMINISH - Ring Fence for prior consideration; 'At Risk' of Redundancy**
 - Likely to be **NO SUITABLE ALTERNATIVE** posts proposed in the new structure – **'At Risk' of Redundancy'**
- The Chief Executive has met with the affected employees on a 121 basis to brief them on the proposals, the business case for these, and the process to be followed.

Following the consultation period (1st November to 30th November 2010):

- All feedback gathered during this exercise has been considered. None of the feedback indicates that the structure proposals needs to be amended, however certain points raised will be considered as part of finalising the job content and selection process for the roles (e.g. job titles, AD relationship to SDs, CBH client side function) and ongoing monitoring in particular in relation to capacity. It is not envisaged that these issues will impact the grades of the posts in the new structure (see grading outcomes in section "Building and costing the business case for change).
- The Chief Executive will meet with the affected employees and Trade Unions to confirm the structure to be proposed in the section 4 report for full Council.

Stage three of the formal consultation processes (to commence after council approves the proposed restructuring)

- The Chief Executive will confirm to SLT members any appointment process/selection methods for new posts (ring-fencing, slotting, interviews/selection centres etc), aiming for the new structure to take formal effect from 1 04 2011 at the latest.
- The Chief Executive will write to all affected employees to confirm the new structure and how they are affected.
- There will be a process to appoint to the new role/roles where required, which will be in accordance with the Council Constitution/Council requirements.
- Serve redundancy notices (as and if necessary).
- Action necessary HR paperwork for changes.
- HR to action changes to payroll and establishment lists.