

## Service Reviews 2008/09

### Restructuring Enabling Process

#### 1 Purpose

- 1.1 Bassetlaw District Council is undertaking a restructuring following the Senior Management Review which took place in 2006. The purpose of the restructuring is to:
  - Align the resources within each service to the structure envisaged and put in place through the Senior Management Review;
  - Ensure that the Council is resourced appropriately to deliver the key priorities identified in the Corporate Strategy;
  - Enable services to deliver required efficiency savings.
- 1.2 This document sets out the principles and processes for implementing the new structures.

#### 2 Scope

- 2.1 This document will be used to make appointments to all posts within the Council that are affected by the restructuring, from the point at which revised structures are agreed in principle by Cabinet.
- 2.2 Exceptions to the application of this enabling process may be agreed in exceptional circumstances by the Chief Executive, eg where there is an urgent need to fill a vacancy and it is clear that there is no-one with the appropriate knowledge, skills and abilities currently employed who could undertake the duties.
- 2.3 The process will apply to all Bassetlaw District Council employees, excluding temporary employees where there are objective reasons for exclusion.

#### 3 Enabling Principles

- 3.1 Throughout the process, the following principles will be adopted:
  - a) Employment will be preserved as far as possible.
  - b) There will be ongoing consultation with the trade unions.
  - c) A key objective will be to ensure adherence to the principles of equality of opportunity and the consistent application of agreed processes..
  - d) Due regard will be given to statutory requirements and agreed Council employment policies and procedures.

## 4 Enabling Process

- 4.1 The restructuring will take place over a period of time, in accordance with project plan(s) established by the Corporate Management Team, and is split into a number of stages.

### Stage 1 - Consultation

- 4.2 Following submission of restructuring proposals to Cabinet, trade unions will be provided with a copy of the report containing the proposals, and any supporting documentation within five working days, and informed that this is subject to the call in process.
- 4.3 The trade unions will have 20 working days to respond to the proposals.
- 4.4 First individual consultation meetings will take place with affected employees, who will be provided with:
- Structure charts for the proposed new structure
  - Associated job descriptions and indicative grades (subject to job evaluation)
- 4.5 The purpose of this meeting is to explain the proposals, explore the employee's preferences and discuss possible alternative options. This is to ensure that the manager and employee have discussed and agreed the range of roles to be considered as part of the job matching process.
- 4.6 Following this consultation meeting, employees will have five working days in which to inform management of additional roles within the new structure that they wish to be considered for, as part of the job matching process. These additional roles would normally be within one grade variance, higher or lower, of their existing role.

### Stage 2 - Approval

- 4.7 Following the collective and individual consultation, a further report will be submitted to Cabinet, with a copy of the trade unions' response, and individual employee comments if considered appropriate, and a recommendation for the new structure.
- 4.8 In order to minimise delays in the process, Cabinet may accept reports circulated less than 14 days in advance of the meeting, where this will enable Stage 2 to be progressed through an earlier Cabinet than would otherwise be the case.

### Stage 3 - Implementation of the New Structure

- 4.8 Once Cabinet has considered the trade union comments and given approval to a new structure, the Executive Director will take responsibility for the implementation of the structure, which may at the discretion of the Executive Director involve the establishment of an appropriate enabling panel, advised by Human Resources.
- 4.9 The Director or panel, advised by Human Resources, will carry out a desk-top exercise to match people and posts, according to the matching criteria set out in the guidance attached at Appendix 1, and produce a table showing the matching outcomes. (example attached).
- 4.10 Following the desktop matching/allocation process, a second individual consultation meeting will take place with affected employees to inform them of the outcome, which will be one of the following:
- That they are slotted into a total or close matched post
  - That they are ring-fenced against one or more total or close matched posts where there are more matched people than posts
  - That they are a potential match for one or more posts for which there are no total or close matches, and a selection process will take place
  - That they are not matched against any post and are displaced.
- 4.11 Employees will then have 10 working days from their second individual consultation meeting to consider and decide which option they wish to progress, as follows:
- a) to progress through the matching/allocation process for a job they have identified as being in scope for;
  - b) to appeal through the grievance procedure if their matching/allocation assessment was that they are not in scope for any post;
  - c) to pursue an application for voluntary severance or early retirement as applicable;
  - d) to pursue redeployment opportunities, if they are not in scope for any roles.
- 4.12 Jobs in the new structure will generally be filled on a top down basis, and allocations to lower levels should only be made once this has been achieved. This should enable any potentially displaced employee to register an interest in a lower level post, albeit without any priority over lower graded staff.

## 5 Remuneration

- 5.1 If an employee is offered a post within the new structure which is graded at a lower level than their substantive post, their pay will be protected in accordance with the Organisational Change Policy.

## Guidance to Managers in Conducting the Desk-Top Matching Process

- 5.1 Posts will be classed as a **total match** where there is no material change to the job duties and responsibilities.
- 5.2 Posts will be classed as a **close match** where:
- a) the main purpose, scope and operating context of the new post remains the same as the employee's existing post, and
  - b) the key responsibilities are essentially the same, and
  - c) there is broadly the same level of responsibility.
- Normally, this will apply where at least 80% of the duties and responsibilities of the new post are currently incorporated into the employee's existing post.
- 5.3 Normally, posts will be classed as a **potential match** where a substantial proportion, ie at least 60%, of the duties and responsibilities of the new post are currently incorporated into the employee's existing post. Potential matches will only be identified where there are no total or close matches at that level. Potential matches will be subject to a selection process to determine the employee's suitability against the person specification, and as a consequence, if not deemed suitable, the employee will not be appointed, even where there are no other employees matched against the post.
- 5.4 Where the duties of a post have changed by more than 40%, these will be classed as significantly different posts. As such it will be released for internal and/or external recruitment as considered appropriate by the Director responsible (subject to prior consideration of any employees in the redeployment pool).
- 5.5 Job matching will be based on the employee's substantive post, and not in relation to any acting or temporary additional responsibilities.
- 5.6 Where an employee is unable to make a claim against any post in the new structure, they will be placed on the redeployment register. Employees on the redeployment register will be matched against all Bassetlaw District Council vacancies, following the principles of the enabling process to determine potential matches.
- 5.7 If there are more new jobs than people matched, employees currently on the Council's redeployment register will be considered for the remaining new jobs, prior to normal recruitment processes.