

REPORT TO CABINET

19 September 2018

Subject:	Restructure of the Business Excellence Service in the Neighbourhoods Directorate
Presenting Cabinet Member:	Councillor Syeda Khatun- Cabinet Member for Neighbourhoods and Communities
Director:	Executive Director – Neighbourhoods – Dr Alison Knight
Contribution towards Vision 2030:	
Key Decision:	Yes
Forward Plan (28 day notice) Reference:	SMBC03/07/2018
Cabinet Member Approval and Date:	Councillor Syeda Khatun 20 th June 2018
Director Approval:	Dr Alison Knight
Reason for Urgency:	No urgency provisions apply
Exempt Information Ref:	No exemption provisions apply
Ward Councillor (s) Consulted (if applicable):	No Ward Councillors have been consulted
Scrutiny Consultation Considered?	Scrutiny have not been consulted
Contact Officer(s):	Nicky Denston Service Manager – Business Excellence 0121 569 5230

DECISION RECOMMENDATIONS

That Cabinet:

1. Review the consultation undertaken with employees and Trade Unions on the revised Business Excellence structure during the formal consultation period.

2. Approve the revised structure for Business Excellence for implementation from the 1st of November 2018.

1 **PURPOSE OF THE REPORT**

- 2 A report detailing the revised structure proposals for the Business Excellence Service was presented to Cabinet on the 25 July 2018, Appendix A. The revised structure was approved as a basis for consultation with employees and Trade Unions and all relevant stakeholders.
- 3 Cabinet requested a further report be submitted to approve the structure for the Business Excellence Service. This report provides details of the consultation process that has taken place with employees and Trade Unions and all relevant stakeholders.
- 3.1 The consultation period was originally planned for 30 days; however, this was extended to 45 days following consultation with Trade Unions. Consultation with employees and Trade Unions was undertaken between 26 July 2018 and 10 September 2018.

4 **IMPLICATION FOR THE COUNCIL'S AMBITION**

- 4.1 Vision 2030 is about how Sandwell generates a reputation for getting things done and delivering services which are focused on what really matters in people's lives and communities. The restructure of the Business Excellence service requires effective consultation with employees, Trade Unions and other relevant stakeholders to ensure it is implemented effectively and positively and supports delivery of services across the Neighbourhoods Directorate.

5 **BACKGROUND AND MAIN CONSIDERATIONS**

- 5.1 Consultation with Trade Union representatives is an essential requirement in the implementation of any changes to structures and job roles. Within the consultation period of 45 days there has been a structured and comprehensive approach to consultation with Trade Union colleagues and affected employees.
- 5.2 Trade Union consultation has been productive and timely. Management have held weekly formal consultation meetings with Trade Unions. This has provided the opportunity to discuss the proposals in detail and provided the platform to discuss both Trade Union and management issues. Prior to any information being shared with employees, Trade Unions have been consulted first and their views taken into consideration.

Questions or queries which have been raised outside of the formal meetings have been addressed and responded to promptly.

- 5.3 Employees have been consulted and communicated with, in a range of ways throughout the consultation period. Staff briefings have been held on two occasions within the formal consultation period and one within the informal process. An intranet page has been set up on the Council's intranet which has provided details of Job Descriptions, Person Specifications, Job Matching information and all relevant documentation associated with the restructure proposal. All of this documentation has also been provided to Trade Unions.
- 5.4 Following a suggestion from Trade Unions, a frequently asked questions section was included on the intranet page. Questions were submitted by employees and Trade Unions and both the questions and answers were uploaded onto the page for all stakeholders to view.
- 5.5 The initial process of job matching employees to roles was concluded and shared with employees and Trade Unions at the employee briefing held on 7 August 2018. Employees who were not originally job matched were provided with the opportunity to appeal and all appeals were concluded prior to the end of the formal consultation period. Both employees and Trade Unions were informed of the results of appeals quickly after appeals were heard. Following the completion of the job matching appeals two out of the three submitted appeals were successful.
- 5.6 Management have made themselves available to both employees and Trade Unions throughout the process.

6 THE CURRENT POSITION

- 6.1 Consultation with employees and Trade Unions was concluded on 10 September 2018.
- 6.2 A selection process has been agreed with Trade Union colleagues during the consultation period. This agreed process will be implemented following the approval of this report.
- 6.3 In response to feedback from both employees and Trade Unions, interview skills training has been organised for all employees. Dates for this have been shared at the employee briefing and via the intranet page.
- 6.4 Following approval of this report it is proposed for the new structure to be implemented from 1 November 2018.

7 CONSULTATION (CUSTOMERS AND OTHER STAKEHOLDERS)

- 7.1 Consultation with Trade Unions has consisted of weekly formal meetings, discussion on key issues and individual cases on an ad-hoc basis throughout the consultation period. All information has been shared with Trade Unions prior to providing this to employees.
- 7.2 Consultation with employees has been via employee briefings held with all affected employees, individual meetings with management where requested and the provision of an intranet page providing a range of documentation and relevant information.
- 7.3 The consultation with Trade Unions has highlighted three main areas; communication of information; opportunities for all employees at risk of redundancy to apply for any of the remaining posts and their request for employees 'at risk' not to go through an interview process to secure a role. We have ensured that all information is timely, frequent, consistent and transparent throughout the formal consultation period and responded to Trade Union and employee requests for information quickly. The reason for not ringfencing all jobs to grades is to allow employees the opportunity to apply for as many roles as they would like to consider within the new structure, to support them in gaining employment. It is felt that interviews will allow management to assess some of the key elements of the person specification in a more effective way than through a written submission.
- 7.4 Consultation with Trade Unions and employees has not resulted in any changes being required to the proposed structure. There have been no requests from Trade Unions to make any specific changes to the revised structure and dialogue with both employees and Trade Unions have not resulted in changes to the proposed structure.

8 ALTERNATIVE OPTIONS

- 8.1 Keeping the current structure is not an option as the current structure is not sufficient in respect of the types of roles to deliver the future transformation agenda of the Neighbourhoods Directorate.

9 STRATEGIC RESOURCE IMPLICATIONS

- 9.1 Implementation of the revised Business Excellence structure was originally planned for 1 October 2018, due to the extension in the consultation period this is now scheduled for 1 November 2018. This will not have any major financial or service delivery implications.

10 LEGAL AND GOVERNANCE CONSIDERATIONS

10.1 There are no legal or governance implications because of this proposal.

11 EQUALITY IMPACT ASSESSMENT

11.1 Equality Impact Assessment undertaken is unaffected and the consultation undertaken with trade unions and employees supports the outcomes of the EIA.

12 DATA PROTECTION IMPACT ASSESSMENT

12.1 Information on individual cases was shared with Trade Unions with an employee's agreement and directly with employees themselves. Personal information is not shared during employee briefings.

13 CRIME AND DISORDER AND RISK ASSESSMENT

13.1 No crime and disorder issues have been identified.

14 SUSTAINABILITY OF PROPOSALS

14.1 There are no sustainability implications arising from this proposal

15 HEALTH AND WELLBEING IMPLICATIONS (INCLUDING SOCIAL VALUE)

15.1 There are no sustainability implications arising from this proposal.

16 IMPACT ON ANY COUNCIL MANAGED PROPERTY OR LAND

16.1 There are no implications on any council managed property or land arising from this proposal.

17 CONCLUSIONS AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

17.1 During the 45 day formal consultation period, consultation with employees, Trade Unions and all relevant stakeholders has been productive and positive. The consultation period provided the opportunity to resolve issues and to jointly plan how the proposed structure will be implemented to ensure the Business Excellence service is fit for purpose to deliver the transformation agenda for the Neighbourhoods Directorate and support the delivery of Vision 2030.

18 BACKGROUND PAPERS

18.1 None

19 APPENDICES:

19.1 Appendix A – Cabinet Report 25 July 2018 – Restructure of Business Excellence Service

**Dr Alison Knight
Executive Director – Neighbourhoods**