

COMMITTEE: ADMIN AND REGULATION COMMITTEE

DATE: 9 SEPTEMBER 2019

SUBJECT: PROJECT DESIGN AND DELIVERY TEAM
RESTRUCTURE – ORGANISATIONAL CHANGE
ASSESSMENT (OCA)

REPORT BY: PROJECT DESIGN AND DELIVERY MANAGER

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IMPLICATIONS:

LEGAL	X	COMMUNITY SAFETY	
EQUALITIES	X	ENVIRONMENT	
FINANCIAL	X	CONSULTATIONS	X
STAFFING	X	OTHER	

WARDS AFFECTED: NONE

PURPOSE

1. This Report seeks the approval of the Committee to implement the proposals to make changes to the organisation of the Council's Project Design and Delivery Team to generate a saving, allow developing staff to progress through the organisation and to meet growing needs for larger scale construction projects.

RECOMMENDATION(S)

2. **Committee is recommended to approve the proposed restructure of the Project Design and Delivery Team (PDDT) within Property and Construction Services**

BACKGROUND

3. PDDT is a fee earning group of Architects, Engineers, Project Managers and Quantity Surveyors. Our fee income has grown from £1.8m in 2015/16 to £2.8m in 2018/19. A restructure and expansion of the team in this time have allowed the team to suitable grow to meet additional demands
4. PDDT has successfully developed numerous staff capabilities; however, the existing structure makes it hard for some staff to progress to the next position until a vacancy arises. This has the risk of causing retention issues for the team.
5. The increase in workload from Foxhall Homes, LLAL and aspirations of the LIF put additional requirement/need for more senior staff to help deliver more complex schemes.

REPORT

6. Management has reflected on the existing structure, staff capabilities and forecast workload, concluding that revising the structure to allow developing team members to progress is a suitable way to manage immediate department demands.
7. An Organisational Change Assessment (OCA), was drafted and issued for consultation with the affected staff.. The proposal had no opposition and was supported by a number of employees
8. The new structure required the creation of a new post (Senior Construction Project Manager) which has been through JE Panel and graded M4.
9. No comments were received on the new Job Description

PROPOSAL/OPTION

10. It is proposed to create two new posts:
 - 1no. Senior Construction Project Manager (M4)
 - 1no. Architect (M3)
- And delete three posts
- 1no. Construction Project Manager (M2)
 - 1no. Architectural Assistant Part 2 (M1)
 - 1no. Architectural Assistant Part 1 (L6) – Vacant

Post	Existing	Existing (Vacant)	Proposed	Proposed (Vacant)
Construction Project Manager (M2)	3	0	2	0
Senior Construction Project Manager (M4)	0	0	1	0
Architect (M3)	5	0	6	0
Architectural Assistant Part 2 (M1)	2	0	1	0
Architectural Assistant Part 1 (L6) – Vacant	1	1	1	0
Summary	11	1	11	0

11. The proposed restructure gives the opportunity for staff in the existing Construction Project Manager Post and Architectural Assistant Part II posts to apply for the appropriate newly higher graded posts. All shall be ringfenced for interviews to their respective relevant post.
12. The restructure shall allow:
 - More senior staff to deliver larger and more complex work
 - Produce a modest saving of £13,000 due to the removal of a vacant post.
13. Failure to agree the restructure shall:
 - Result in staff not being able to reach their potential
 - Risk of retention issues
 - No saving in salary
 - Risk of outsourcing large scale works to third party consultants due to capacity issues

EQUALITIES IMPLICATIONS / INTEGRATED IMPACT ASSESSMENT

14. Due to the small number of employees affected and to protect individual confidentiality, an Integrated Impact Assessment has not been attached to this report. Overall, there is no noticeable impact on people sharing a characteristic.

STAFFING / HR IMPLICATIONS

15. Formal staff consultation commenced on 20 May 2019 and concluded on 19 June 2019. There are six employees directly affected by this proposal.

16. All employees in the team have had the opportunity to ask questions and make comments on the proposal at team meetings, at 1-2-1 meetings and through mailbox correspondence. Trade Unions have been kept informed throughout at a meeting on 15 May 2019
17. The affected employees will have an opportunity to secure a post in the new structure. All appointments to the new post will be conducted in accordance with the Organisational Change Procedure.
18. As there are sufficient posts in the new structure for the affected employees, it is anticipated that there will be no compulsory redundancies; however, applicants for new posts will have to meet the minimum requirements and successfully complete a trial period in order to secure a post in the new structure.
19. There is a slight risk that the employees may not be able to demonstrate their suitability at interview for both new roles which could give rise to redundancy risks. If the M4 position remains unfilled there would be too many M2 graded posts and one M2 post may be at risk of redundancy. Similarly, if the M3 position remains unfilled, there would be too many M1 graded posts and one M1 post may be at risk of redundancy. General redeployment will be sought to minimise any risks of compulsory redundancy. However, compulsory redundancy could result if redeployment is not achieved.
20. The Council's Organisational Change Procedure has been followed and adhered to and will be used to manage the implementation process and appointments to the new structure and any change to terms and conditions of employment.
21. If the proposal is approved, implementation will commence as soon as possible with the new structure in place by 02 January 2020
22. This Report has been cleared by Angela Claridge, Service Director, Human Resources and Monitoring Officer on 09 August 2019

FINANCIAL IMPLICATIONS

23. There would be a positive financial result of reduced staffing costs to the value of approximately £13,000 as a net result of the deletion and creation of the proposed positions in the team. However, as indicated in the Staffing/HR Implications in paragraph 7.5, there is also the risk of compulsory redundancy should the affected employees be unsuccessful in securing one of the new positions. Any redundancy costs would be a one-off cost which would reduce or exceed the savings of £13,000 in year one.

- 24. Potentially there is an opportunity to win more external work if we have a higher grade workforce.
- 25. There is a financial risk of under achieving or not achieving income generation targets for PDDT if the proposal for the restructure is not approved.
- 26. This Report has been cleared by Darren Lambert, Finance Business Partner on 09 August 2019.

LEGAL IMPLICATIONS

- 27. Redundancies / dismissals carry risks for tribunal proceedings, however these risks are considered low for this particular restructure, as redundancies are not anticipated.
- 28. In the event of compulsory redundancies, there is the possibility for an internal appeal to officers and the Council would need to deal with any potential employment tribunal proceedings.
- 29. This report has been cleared by Jasbir Josen, Solicitor in Legal Services on 12 August 2019.

APPENDIX

Appendix 1 - Organisational Change Assessment

LIST OF BACKGROUND PAPERS **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None applicable