

## **Handling Organisational Change Organisational Change Assessment**

### **Project Design and Delivery Team Restructure**

#### **1. Purpose**

- To set out proposals to make changes to the organisation of the council's Project Design and Delivery Team to improve the Project Management services of the team
- To outline the timetable for formal consultation with affected employees and stakeholders and confirm the date of the Administration and Regulation Committee when the final proposals for the changes will be considered.
- DMT have given their support for the proposals to be considered for consultation.

#### **1.1 Background and context**

The Project Design and Delivery Team is a commercial team which provides design and construction consultancy services for internal capital projects and to external clients.

A continued growth in projects and fee turnover has led to the requirement to outsource some of Project Management Services. It is our intention to retain more of these services in house by utilising a new Senior Construction Project Manager post in order to create improved capacity for larger scale projects and increasing architectural capacity with an additional Architect post.

The council is legally obliged to inform and consult, at the earliest opportunity, the trades unions and all employees whose jobs and / or terms and conditions of employment are affected. This will be carried out by Service Managers, who will be advised by HR.

#### **1.2 Scope**

The following posts are in scope

- Construction Project Manager (M2) x 3.00 fte
- Architectural Assistant (RIBA Part 2) (M1) x 1.00 fte
- Architectural Assistant (RIBA Part 1) (L6) x 2.00 fte

### 1.3 The Current Position

Increasing workload on larger scale projects has resulted in limited capacity to deliver these works. One existing Construction Manager has been temporarily working at M5 to provide sufficient capacity.

The Architectural team have an increasing wider range of projects and increasing the capacity of the higher grade staff will allow better allocation of the right resources across our projects.

## 2. Proposal (s)

We need your feedback about the proposal(s) set out in this document. This is your opportunity to shape the future of the service.

Please remember that these are initial proposals only and that the final proposals will only be known once the formal consultation period has ended.

The proposals affecting staff are as follows:

### Existing Posts

Job Title & Grade	FTE	Headcount	Vacant
Construction Project Manager, M2	3.00*	2.81**	0.00
Architectural Assistant (RIBA Part 2), M1	2.00	2.00	0.00
Architectural Assistant (RIBA Part 1), L6	2.00	1.00	1.00

\* One post holder currently seconded to M5

\*\* One post holder currently on temporary reduced hours to 0.81 fte.

We are looking to delete three posts and create two new posts (in order to deliver a small saving).

### Post Deletions

Job Title & Grade	FTE	Headcount	Vacant
Construction Project Manager, M2	1.00	1.00	0.00
Architectural Assistant (RIBA Part 2), M1	1.00	1.00	0.00
Architectural Assistant (RIBA Part 1), L6	1.00	0.00	1.00

### Post Creations

Job Title & Grade
Senior Construction Project Manager, M4*
Architect, M3

\* Grade to be agreed at Job Evaluation Panel.

Affected employees whose posts are subject to deletion will have the opportunity to be ring fenced to the new post in the new structure in accordance with the Organisational Change Procedure.

## 2.1 Agile Working

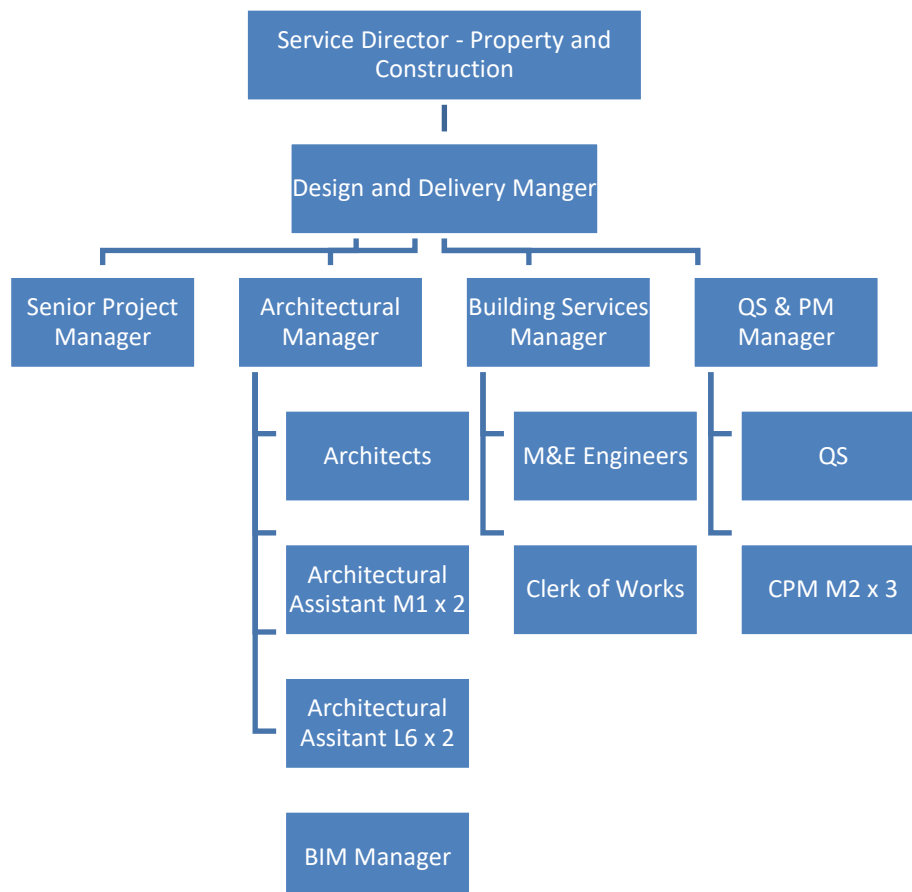
The new Senior Construction Project Manager and Architect post has the potential to be an Agile Working post.

## 2.2 Integrated Impact Assessment (IIA)

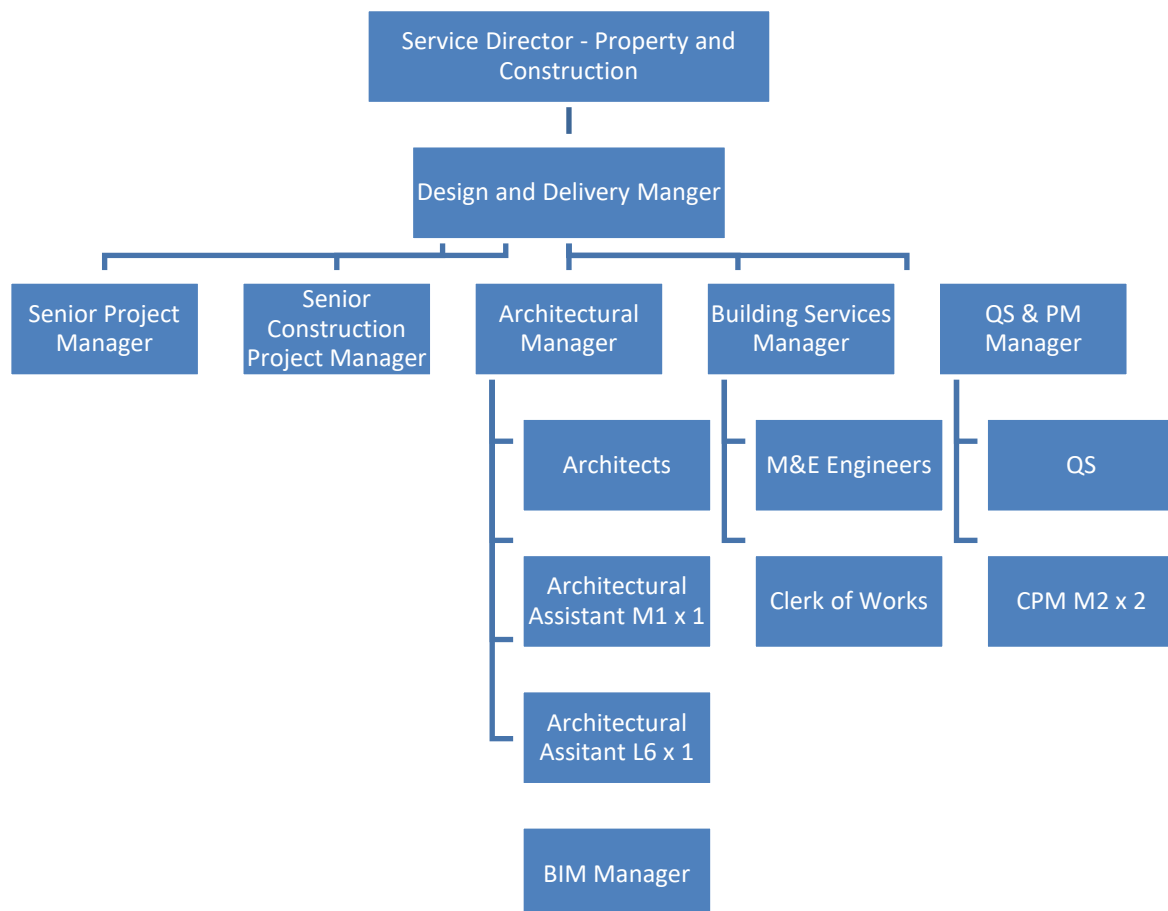
An IIA will be drafted but due to the small number of employees affected; this will not be made available to protect individual employees from being identified.

The IIA will be reviewed and updated following the outcome of consultation and the results will be presented to Committee.

## 3. Existing Structure



#### 4. Proposed structure



#### 5. Risks

The following key risks to Luton Council have been identified through the current Design and Delivery Team:

- Lack of capacity to delivery more significant projects in terms of Project Management and Architectural resource
- Requirement to outsource more work to external companies
- Inability to accept work due to lack of capacity.
- Delay to delivery of parts of capital programme

If the proposals to change the Project Design & Delivery Project Management arrangements are not agreed, the above risks and failings in service delivery will continue and escalate.

## 6. Consultation and next steps

The council's Handling Organisational Change Procedure will be used throughout the process.

Trade Union Management Meeting: 15<sup>th</sup> May 2019

Formal consultation starts on: 16<sup>th</sup> May 2019

Job Evaluation: 30<sup>th</sup> May 2019

Formal consultation ends on: 14<sup>th</sup> June 2019

Administration and Regulation Committee Date: 9<sup>th</sup> September 2019

During the period of formal consultation:

- All affected employees will be offered a one-to-one meeting.
- Group staff meetings will be arranged as necessary.
- Continual and open dialogue is encouraged on further suggestions and ideas to arrive at the best proposals for change given the circumstances in which the Council finds itself are encouraged.
- All affected employees have the opportunity to e mail their views about the proposals to [toby.maloy@luton.gov.uk](mailto:toby.maloy@luton.gov.uk). Each e-mail received will be logged and a response provided.
- Detailed documentation (including draft job descriptions within the new structure) will be made available to affected staff during consultation. Our aim is to achieve from the onset of consultation.
- Trades Unions will be involved throughout
- Consultation will include opportunities for key stakeholders to give their comments on the proposal(s).
- We will report to Administration and Regulation Committee on 9<sup>th</sup> September 2019 with the final service proposals. Subject to the Committee's decision the implementation of changes will commence from 10<sup>th</sup> September 2019 and implementation is scheduled to be complete by 31<sup>st</sup> December 2019.

- If applicable, formal notices of redundancy are likely to be served from 1<sup>st</sup> October 2019, at the earliest.
- If applicable, dismissals are likely take effect from 1<sup>st</sup> November 2019, at the earliest.

## 8. Implementation

Implementation will be in line with the council's Handling Organisational Change policy.

An outcome of consultation document will be circulated once consultation closes and the final proposal(s) likely to be presented to Committee for approval become clear. An Implementation Plan will be circulated following Committee's decision. In general, implementation will commence immediately.

Human Resources will advise on technical/procedural aspects of implementation plans.

## 9. Employee Support

Changing times can often be difficult. A confidential support service is available to staff through **Health Assured Limited** on **0800 030 5182**.

Careers support, advice and information is available from the National Careers Service. You can contact them on **0800 100 900** or visit their website at **[nationalcareersservice.direct.gov.uk](https://nationalcareersservice.direct.gov.uk)**

Support is also available from the Luton Town Centre Chaplaincy. The Town Chaplaincy Team offers a confidential, independent, non-judgemental listening ear to anyone regardless of faith or no faith. The Town Chaplains are available between 12-2pm Monday, Tuesday and Thursday at Luton Town Hall. The Team can also be contacted on the following numbers:

**01582 545037    07528 498677    07557 686218**

Further information from [www.lutontcc.org.uk](http://www.lutontcc.org.uk) or email [info@lutontcc.org.uk](mailto:info@lutontcc.org.uk)