

Report to:	Cabinet	Date: 09 March 2022
Subject:	Finance Restructure	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

The current structure has been in place a number of years and has evolved over time with the addition and deletion of posts. The Local Government landscape has changed significantly in recent years and new challenges and ways of working have left finance unable to fully support some of the Council's core activity and aspirations. The current structure and grades are inconsistent amongst sections, exacerbates silo working and reduces departmental wide communication. Current job descriptions are task based leading to reduced development and learning over the wider finance function, and there have previously not been opportunities for staff rotation. There has been an increase in demands in certain areas and challenges in effectively and fully supporting statutory functions.

The Council needs to create and develop a high performing team which supports all budget holders and activities within the Council to ensure financial discipline, grip and control is achieved. The Council needs to support the business need by not only ensuring there are appropriately experienced and qualified staff but by a series of system and process improvements.

There will be changes in role and job description for 147 staff (131.7 FTE) within the structure, with the majority directly matched to a role within the new Service. Where staff are not matched to a new role, or where there are more roles than employees in-scope, individuals will be supported to apply for vacancies within the structure. However, if unsuccessful, they will be managed in accordance with the Council's policies and procedures in relation to redundancy. The maximum redundancy impact will be circa. 9 FTE. However, given the volume of likely vacancies across the new service structure this number will in all likelihood be significantly smaller and Officers will work to avoid any redundancies where at all possible.

The restructure, whilst incorporating a number of new or increased elements and delivering transformational savings, is designed to be cost neutral to the Council. Where we are proposing to transfer line management of staff and teams, the budget will transfer with the staff.

Recommendations

Cabinet is asked to agree the overall proposed structure set out in Appendix A as a basis for a 90 day period of consultation with staff and the recognised Trade Unions.

That Cabinet delegates authority to the Executive Director of Finance and the Cabinet Members for Finance and Corporate Affairs and Human Resources in consultation with the Director of People and Inclusion to consider responses received from the consultation, produce a final version of the structure and to

determine whether the final version is to be implemented or returned to Cabinet for approval prior to implementation.

1. Introduction

- 1.1 The Council and its priorities have changed significantly since the current structures were implemented. There have been a number of changes with both the funding available and the work undertaken by the staff during this period. Technology has improved significantly, and we need to capitalise on the opportunities this brings by expanding the use of systems and digital technology. The support and management of our systems needs to be led by IT in conjunction with services and this restructure supports this change in working. Reducing time spent on transactional activity through use of technology and process improvements and increasing the focus on value added activities will improve the outcomes for the Council and its residents. Implementing, supporting and championing the use of Self Service amongst budget holders, following system improvements combined with an improved Chart of Accounts will ensure budget holders are able to make decisions based on a full knowledge of their services. Business Partnering is seen to be the most effective way of providing the financial support and challenge to the services and provides benefits to both the services supported and the flowing of information within finance.
- 1.2 A review by the Local Government Association has identified a number of areas which need to be improved on, such as debt management and procurement. The Council's approach to debt management needs to be reviewed under the proposed new Chief Accountant with appropriate action undertaken to reducing this debt and providing appropriate support for residents who need it most.
- 1.3 Staff will be supported through this restructure, ensuring that consultation gives a wide variety of opportunities to explore the potential ways of working in a variety of different mediums.

2. Review by Partners

- 2.1 There have been a number of pieces of work commissioned by the Council to support transformation in this area.
- 2.2 Contract Management, Quality Assurance and Strategic Procurement
This report, undertaken by Ameo, acknowledged whilst there was procurement activity being undertaken throughout the authority, a strategic procurement approach was absent, and recommendations were made to ensure this approach to procurement and contract management was implemented to deliver ongoing cashable savings from third party spend. There is a requirement for the provision of contract management and strategic procurement capability which drives value for money across all third-party contracts. A review of maturity of the services provided to the Council rated all aspects of the service and found strategic procurement missing and contract management, resources and capacity and skills to be a low rating. There is a significant opportunity for the Council to deliver savings by ensuring it has the

relevant skills and capacity to deliver strategic procurement and contract management.

Requirement	Opportunity
 CM and QA approach	<ul style="list-style-type: none"> ✓ Need for an overall contract management framework for Bury. ✓ Opportunity to automate contract monitoring.
 Strategic Procurement approach	<ul style="list-style-type: none"> ✓ Need for an overall corporate procurement strategy and approach to category management. The strategy should draw on a robust analysis of the market and opportunities for further Partnership working. ✓ Market management and market intelligence functions exist within the OCO but not clear how much of this activity (outside the OCO) takes place in Departments.
 Resource configuration	<ul style="list-style-type: none"> ✓ CM&QA ✓ Resources are largely devolved and insufficient to manage the total portfolio of contracts. ✓ Strategic procurement ✓ Need for additional capacity to support major/complex procurements.
 Capacity and skills	<ul style="list-style-type: none"> ✓ CM&QA ✓ Current capacity (Council side) is largely part of existing roles and therefore no dedicated focus. ✓ OCO has CM&QA capacity ✓ Strategic procurement ✓ Opportunity to build the current corporate procurement team so it includes the wider category management and market intelligence role.

2.3 Local Government Association (LGA) Peer Challenge

The LGA Peer Challenge identified a number of areas for improvement such as getting the basics right, ensuring we have the right tools for the job and effective management.

3. Process

3.1 In developing the restructure proposals set out below, officers have worked in-line with relevant Council policy and guidance and maintained strong and proactive engagement with the Trade Unions. In proposing this structure, Officers have undertaken the following steps:

- Review of current activity and structure.
- Consideration of proposed activity currently and in the future.
- Creation of a structure to form the basis of consultation within the budget available.
- Creation of proposed job description for each role which have been evaluation by HR and moderated through the agreed process which includes Trade Union involvement.
- Comparison of each proposed job description with the current substantive job description for each employee to assess if it has a 60% match in line with Council policy.

- Creation of a staff impact record which tracks the impact of the restructure on all staff affected.
- Proposal of a timeline which shows the key activities within this restructure.

4. Proposal

4.1 The proposals for the restructure are a key part of the transformation for finance and this has been done with a number of considerations.

4.2 Six by Six Management

This restructure aims to ensure a flatter structure encouraging communication and removing silos by working toward the optimum design of 5 levels from CEO to the officers delivering the activities. Ability to successfully manage and deliver can be hampered by an over burden of direct reports and equally too few direct reports can lead to a loss of key messages and underutilisation of key management skills. We have tried to design a structure with each manager having between six and ten reports and there are no one on one direct reporting lines.

4.3 Traded Services

Finance is a support function and as such we support a number of traded services such as catering and cleaning for schools and provision of payroll services for others. Some functions undertaken, such as cleaning and catering for schools, will be part of a wider corporate review of traded services and will continue in the current form until the review has been concluded. Where the provision of a service is dependent on the income it receives, such as payroll, a robust business case review will ensure it is financially viable to continue with the provision of the service to others.

4.4 Shared Services

There are a number of opportunities for shared services which would ensure resilience, improved outcomes and reduced costs by shared insight and systems. Initial discussions have commenced in several areas although none are currently advanced at this point in time. These proposals would be to ensure services are fit for purpose before they are progressed in line with the relevant governance processes supporting shared services.

4.5 Business Support Restructure

This restructure does not include any staff which have been included within the Business Support restructure.

4.6 Reception and Cash Office

This restructure includes the residual activity from the closure of the cash office and 1 FTE which has transferred into finance. The skills and activities are similar to work undertaken in some of the teams within finance and therefore would benefit from combining these activities to improve resilience and skills.

4.7 Transformation

As part of transformation, work is underway to automate activity which is transactional in nature. This activity predominantly sits within revenues and benefits and has been estimated at 4.5 FTE currently grade 8 and would involve using technology to automate some of the activities which have

traditionally been undertaken by staff by making changes to the way information is received from residents and customers via online forms and changes or actions automatically undertaken. This has been built into the proposed structure to reduce the number of incidences of changes to staff.

4.8 IT restructure

Work is currently being undertaken to review how we deliver the support to the IT systems we use within the Finance Service. This work has not been concluded and 4FTE (1FTE currently vacant) predominantly IT based roles have been excluded for this restructure pending the review by IT.

4.9 People Strategy

The developing People Strategy for the Council examines our achievements, ambition and priorities including organisational design, culture change, values and behaviours within the overarching context of the Let's Do It Strategy. This report has lent on these approaches when formulating its proposals.

5. **Service Proposals**

5.1 **Procurement & Contract Management**

As noted in the previously mentioned report, the strategic procurement function is absent, and contract management is service dependant without internal support which does not fit the needs of the organisation. Currently support is being sourced from an external provider to support our services. Within this structure there is growth from 5.49 permanent FTE's to 7 FTE and provision for external expertise in supporting a new way of providing the service. This would include contract management as a new function but also reflect where procurement activity sits within services. A new offer of a less transactional and more proactive procurement aligned to strong contract management is needed and it is noted in the Ameo report that an improved service will support the Council's needs more effectively. The proposed structure would give the team capacity to support the savings which need either procurement or contract management support. Currently, some of the procurement activity is done by the services and work is needed to ensure value for money and adherence to an agreed approach is taken, and this can be encouraged due to centralisation which is being explored. A Business Partner model where a team could actively advise and support services in both contract management and procurement is proposed. We are actively engaging with partners to find the right solution for Strategic Procurement and Contract Management.

5.2 **Internal Audit, Risk, Insurance and Corporate Fraud**

The internal audit team are a relatively small team but a key team in supporting grip and control for the organisation. Their activities are similar to a number of other activities within the finance function and by bringing Internal Audit together with Risk, Insurance and Corporate Fraud under a Single Head of Service this will build resilience and encourage the sharing and development of knowledge and skills. The risk function is currently provided by an external contractor who works across both the Council and CCG and this proposal would see the staff training and management of reporting of risk being undertaken by this team. The current structure currently has 13.26 FTE and the proposed structure contains 14 FTE.

5.3 **Finance**

The finance team provide strategic, operational and transactional support to the organisation with pockets of Business Partnering type activity. The team have flexed following reductions in core staff but without the change in roles, job descriptions or training. Whilst the support to apprentices has been utilised there needs to be investment in staff training and development as part of planning for the future. The utilisation of the apprenticeship levy can be used for education and training not just in apprentices but across the whole service increasing skills and qualifications.

- 5.3.1 This restructure proposes a finance team who are under two umbrellas, Business Partnering and Corporate Planning but work seamlessly across all the functions. How people work will no longer be task focussed but will be outcome focussed in order to meet service needs and support the organisation's strategic objectives. Policies and procedures need to be updated to increase the rigor required.
- 5.3.2 Over a period of time the priorities within the Council have changed and more recently in Business Growth and Infrastructure, and with the levelling up bids and significant regeneration focus we have seen a need to have the right skills to support projects in a proactive way. We need to ensure we have the skills to support the organisation– not only ones which will be fit for purpose today but ones which will be fit for the future.
- The Chief Accountant would be responsible for the production of a medium-term financial strategy (MTFS), ensuring final accounts and statutory returns are produced and managing the external audit relationship, reporting, corporate planning, transactional services (accounts payable, accounts receivable, payroll, insurance) and single view of debt across the council (bringing all of the Council's debt together in one place to be managed). The Council's approach to capital planning and control will be improved with the Capital gateway process, which has been implemented but would benefit from further development, led by skilled accountants. This is needed alongside good governance of the capital strategy and programme. This is even more important with the regeneration plans the authority has. This role would be the only post on the Council's Chief Officer Pay Scale within the new structure (a reduction from 2 previously) and has been evaluated at Chief Officer Band B.
 - A Business Partnering approach where four highly qualified and strategic thinking accountants are responsible for providing constructive challenge, assurance, and recommendations to senior leaders. Key focus will be providing strategic and financial decision support to budget holders in managing their income and expenditure, medium term financial plans and financial governance across an area of business. Increased support and training from these teams, empowering of services to manage their own budgets through targeted support and training leading to improved decision making. It is proposed to have four Business Partners with teams, working with them in the following areas. Whilst each Business Partner will have a focused area they will work over the wider authority to ensure alignment of activity
 - Adult Social Care and Public Health

- Children & Young People and Schools
- Operations and Core
- Business Growth and Infrastructure and Housing General Fund.

5.3.3 Roles across the two functions, of Corporate Planning and Business Partnering, at a lower level will be one of either Finance Analyst or Accountancy Assistants each having core skills and behaviours to ensure they are successful in the role and add to the achievement of the function. Linking in with transformation we would look at automating transactional activity within finance enabling the service to focus on strategic advice and support. The current structure currently has 64.38 FTE and the proposed structure contains 73 FTE.

5.4 Revenues and Benefits Team

Many of the grants during COVID have been passported via this team and this combined with an increase to the number of claimants and a change in the environment has seen increased pressures on this team. Reducing the transactional nature of the roles via technology and improved processes and systems combined with aligning some function with likeminded areas within the wider service will see a shift in the FTE and grades within the service. Reducing transactional activity is currently being explored under the banner of transformation but it is key we involve the services' managers to lead and champion this approach. Savings and subsequent reductions in FTE will be in addition to the proposals set out in this report.

5.4.1 There is a significant drive to support our residents more, especially in the current climate and we see the interaction with the Community Hubs as important in this role, in addition, the work done by the revenues and benefits team with the welfare support team has a big role to play in supporting our more at-risk residents. Residents who genuinely cannot pay will be supported fully from a wider offer to reduce the incidences of long-term debt. Residents and businesses who refuse to pay will be passed to the Collections Team within finance for a more structured approach to collecting what is due to the Council. System improvements will be fully up and running during consultation giving increased visibility of customer debts. The current structure currently has 59.11 FTE and the proposed structure contains 58 FTE.

6. Career Progression and Succession Planning

6.1 We need to ensure that career progression is key for the service now and in the future. Experience and qualifications, combined with good succession planning will support the Council in making sure we have skilled and sufficient resources. Increasingly open job descriptions and roles which are based on skills, knowledge and behaviours can open up career pathways within the department, ensuring staff have a rewarding experience and develop their skills enabling us to increase resilience in changing times such as the approval of the levelling up bids.

6.2 The market for the finance skilled workforce is, at the moment, very challenging. Many qualified and experienced staff have stayed in current roles during the pandemic but the Council's flexible work approach, whereby staff work agile and spend some of their working week in the office and some working from home, will help us attract staff. Once recruited we will ensure

that staff have a rewarding experience, are able to share their knowledge, develop themselves and others and work in a fully participative environment of continuous improvement where challenging the current practice is welcomed.

- 6.3 We can recruit experienced staff, but we must also grow our own, in the recruitment of bright ambitious staff at 2 levels. Staff aligned to Higher Level Apprenticeships (grade 4) where we rotate them through a number of services to give them a good training experience to match the basic needs of the service. It is important for staff coming into the service at any level to be able to see the career pathway to the top in any part of the finance service. Staff aligned to Degree level Apprenticeships (grade 6) are those who have achieved the Association of Accounting Technicians (AAT), which is equivalent to NVQ level four, and are studying formal qualifications and will be rotated through areas to support their studies but also give them a good understanding of how a good finance function works and what outcomes it is expected to deliver. The Council encourages current members of staff to undertake appropriate training funded from the apprenticeship levy. The current structure has 7 FTE apprentice roles and the proposed structure would see 13 new apprentice roles included in the services.
- 6.4 The senior members of the team will work with the Deputy Chief Finance Officer and Executive Director to frequently review and ensure the succession planning for the service, ensuring staff are gaining the relevant experience and qualifications to enable them to be the senior staff of the future.

7. Impact of other processes and reviews

- 7.1 There are a number of other reviews currently being undertaken which potentially will impact upon this restructure and we will work with these reviews to be a beacon of how a service can not only learn from them but embrace the ethos of what benefits they deliver. We have supported the outcome of the Cash Office Review and supported staff and activity remaining following the changes. There will be changes from the Business Support Review which will impact the services, and this has been noted and allowed for in this restructure.
- 7.2 We are currently undertaking a review of IT support for our systems and all roles which are predominantly focused upon the systems have been excluded from this restructure and will continue in current form until the results are further known.

8. Personalisation and Support Team

- 8.1 As part of the restructure in Adult Social Care the Personalisation and Support team will transfer line management into finance with the business manager reporting to the revenues and benefits service development manager as agreed by Cabinet. The team have job descriptions which require updating to reflect current work and legislative requirements and this will be undertaken as part of this restructure. It is not expected there will be any financial implications from this update.

9. People Impact

- 9.1 The establishment of finance is 180 posts, the proposals within this report will impact on 165 posts. The 15 posts excluded are subject to other workforce reviews either underway or imminently planned specifically: IT (4 Posts), Business Support (4 posts), Cash desk (7 posts). Of the 165 posts impacted, 147 (131.73 FTE) are filled and 18 (17.6FTE) are vacant. There are also 15 FTE agency staff engaged across these functions.
- 9.2 Implementation will be approached on the basis of protecting contracts of employment for permanent staff as far as is possible, prioritising the alignment of substantively employed colleagues to roles within the new structure. Implementation will include a competitive assessment process where required in-line with Council policy. There will be changes in role and job description for all 147 staff (131.7 FTE). The anticipated impacts on individual posts and post holders are summarised below.
- 59.35 FTE (63 individuals) are matched directly to new roles in the structure where there are sufficient roles for individuals. Subject to consultation these staff will automatically slot-into the new structure and move to new job descriptions without the need for a selection process. This matching is based on a 60% alignment of individuals' current role with new proposed job descriptions. In a number of cases the match will involve some variation in grade (usually within two grades) and, where grades reduce, pay protection arrangements will apply.
 - 68.05 FTE (78 individuals) matched directly to new roles in the structure where there are more staff than roles available. Subject to consultation a selection process will take place to determine which individuals are appointed. It is anticipated that 63.09 FTE will be successful. 4.96 FTE are likely to be unsuccessful and will be supported in line with the council's redundancy process. It is envisaged there would be suitable alternatives to redundancy within the finance structure for the majority of these individuals.
 - 4.33 FTE (5 individuals) where there is no match to roles within the new structure. These staff (together with the 4.96 FTE unsuccessful applicants from the previous bullet) will be supported to apply for vacancies within the structure which will be ring-fenced for internal staff in the first instance. If they are unsuccessful, they will be supported in-line with the Council's redundancy process.
- 9.3 In summary, it is anticipated that 9.29 FTE will require support through the Council's redundancy process. It is likely that the majority of these individuals will be found suitable alternatives to redundancy elsewhere in the finance structure.

Outcome FTE	Total	Apprentices	Revenues & Benefits	Central Finance	Insurance	Audit	Pay Services	Strategic Procurement
Slot	59.35	3.00	22.65	17.81	1.00	4.00	8.40	2.49
Ring Fenced	68.05		47.69	13.76	2.60			4.00
Redundant	4.33		0.00	2.52	1.00		0.81	
Total FTE	131.73	3.00	70.34	34.09	4.60	4.00	9.21	6.49

9.4 In addition to the permanent roles there will be a number of fixed term roles available for staff to express an interest in to support the transformation and development of the service. The details of these roles will be developed through the consultation process, informed by feedback from staff. These transitional roles will likely support a further reduction in the redundancy risk and negative impact on employees from the proposed changes.

9.5 Subject to agreement by Cabinet, Officers will work to commence consultation for a period of 90 days in-line with the employee and consultation toolkit and following agreement with Trade Union colleagues through the Local Government Services Consultation meeting. A series of events are planned to engage with staff throughout the consultation and to provide support during this time. There will be regular opportunities for engagement and personal support and individuals will also be reminded of the opportunity to access the Council's employee assistance programme.

9.6 It will also be key to work with managers throughout the consultation, as the service is predicated on new ways of working, processes and procedures.

10. Transition Plan

10.1 To enable the finance function to move forward and embrace new ways of working, whilst ensuring all the current activity is achieved is a big commitment and we propose to use a specialist project team funded by our current consultancy and support and initiatives budgets as invest to save funding to support the transformation (see 9.4 above). This team has not yet been finalised with regard to structure but will flex to the needs of the service utilising the new job descriptions on a fixed term basis to support the transformation activity. Finance needs to undertake a number of activities to support this:-

- Formal and informal training.
- Review of behaviours and culture within the service.
- New ways of working.
- Review of the finance system ensuring it is fit for purpose and able to support key activities such as self-service and accounts closure delivering system upgrades and improvements as required.
- The production and delivery of a Transformation plan to support the transformation of the service.

10.2 The project team would support the behaviour change, support people adapting to their new roles and the implementation of Business Partnering

and self-service. This team would be there for a fixed term initially envisaged for two years, reporting to a project board. There are also a series of improvements which would need to be undertaken which this team would support the finance service to undertake.

11. Proposed Key Dates

Activity	Date	Responsible Person
Report to Cabinet	9 th March 2022	Leader and Cabinet Member for Finance and Growth
Consultation Launch	11 th March 2022	Finance Transformation Lead
Consultation Closes	8 th June 2022	Executive Director and Deputy Chief Finance Officer
Final responses to consultation and final structure agreed	20 th June 2022	Leader and Cabinet Member for Finance and Growth
Individual staffing impacts	21 st June 2022	Executive Director and Deputy Chief Finance Officer
Internal Recruitment	30 th June 2022	Executive Director and Deputy Chief Finance Officer
External Recruitment	25 th July 2022	Executive Director and Deputy Chief Finance Officer
Transition Phase (staff moving into new roles)	From June 2022	Executive Director and Deputy Chief Finance Officer

*Assumes approval of this report by Cabinet. Significant changes following consultation would necessitate the new structure returning to Cabinet for approval and a short delay

12. Financial Impact

- 12.1 When designing the structure, a view was taken regarding the increased support to certain areas, use of technology now and in the short term, impacts regarding the environment we work in, spans of control and layers. Each role was designed to increase the experience of the budget holder whilst promoting culture changes and encouraging staff development either informal or formal via qualifications and continuing professional development. All roles have undergone job evaluation and moderation. The Council has undertaken the restructure, aligned to the new ways of working, implemented a Business Partnering approach and supported savings within other restructures within the existing budget. There will be services which transfer line management such as Personalisation and Support, from adult social care with an intact budget but also activities such as debt and procurement which are undertaken, in part, by the service and will require further work to identify.

Financial Impact		£
Budget Available		6,084,000
Permanent Staff	FTE	Cost
Management	1.5	171,530
Procurement	7	287,002
Audit, Insurance, Risk and Corporate Fraud	14	529,370
Central Finance	72.5	2,724,281
Revenues and benefits	58	1,851,949
Other initiatives	13.67	518,653
Total	166.67	6,082,786

Budget Available for Fixed Term Support	722,500
Roles	404,184
Training	300,000
Total Support Costs	704,184

Structure of Fixed term will be based using proposed Job descriptions and follow the production of an improvement plan.

- 12.2 Finance currently has a number of vacant posts which have not been filled as the roles do not align to future organisational strategic aims and objectives however, there are significant capacity issues due to changes in the organisational needs, the skills of the current staff and the use of interims. This proposal would utilise the available budget to fund new roles on a permanent basis which would meet the organisational aims, but also reduce the capacity and gaps in skills and use interims in an exception.

13. Consultation

- 13.1 We have engaged with the Trade Unions during preparation of this report and have taken advice with regard to consultation with staff. Due to the numbers involved there will be a 90 day consultation period, subject to the approval of this report by Cabinet and endorsement by the Trade Unions commencing 11th March 2022. Open sessions with all staff have commenced to ensure all staff are aware of the implications involved with this restructure and the publication of this report. Official consultation commences with an all-staff event using a variety of media in an attempt to reach all staff. There will be a number of events to engage all staff during the consultation period including a weekly e-mail of FAQ's, 1-2-1's and awareness of different methods of working sessions. These are detailed in Appendix 3.

14. Conclusion

- 14.1 The proposals will be a fundamental change to how financial services are delivered in the Council, seeking to achieve financial discipline, grip and control of the finances, whilst improving understanding and education amongst non-finance managers and budget holders.

14.2 Following the period of staff consultation, a final report will be prepared setting out the response to comments and feedback received and a final (revised if required) proposal for implementation. Dependant on the extent of change this report will either be agreed by the Cabinet member under delegated authority or re-submitted to Cabinet for their approval.

Alternative options considered and rejected

The service could continue as current, but this is deemed inappropriate due to older style job descriptions which no longer cover the requirements by the Council.

The Council could adopt a different structure following a 90 day consultation with all staff.

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Links with the Corporate Priorities:

The finance service will develop internal behaviours and service capabilities to support services to deliver the Let's do it! Strategy and Plan

Equality Impact and Considerations:

Please provide an explanation of the outcome(s) of an initial or full EIA.

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

- a. A public authority must, in the exercise of its functions, have due regard to the need to.
- b. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- c. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- d. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services

An equality impact assessment has been undertaken and identified no areas of negative impact in relation to protected characteristics

Environmental Impact and Considerations:

Please provide an explanation of the carbon impact of this decision.

There are no environmental impacts for this decision

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<ul style="list-style-type: none">• The review needs to consider other restructures happening at the same time, to ensure clarity for staff and not double count savings.• The review is significant in scale and scope and will impact a significant area of the Council. It will be important that individual staff are supported when going through these changes and that managers work with the project team to ensure behaviours are supportive of proposals.• There is a risk that the Council will not be able to recruit internally or externally and be reliant on interim support	<ul style="list-style-type: none">• The programme is ambitious and will require certain mitigations at each stage, which will be managed through a dedicated resource overseeing consultation and implementation.• Organisational development support will be provided to support embedding of the new service.• Staff will be encouraged to access the Council's employee assistance programme for confidential support.• Ensuring any vacant roles are advertised to the internal staff and staff are supported and encouraged to apply. Support to the recruitment campaign via an external partner may be required depending upon need

Legal Implications:

The proposals outlined together with the process set out, is in line with the current legislative requirements and the Council's HR policies and procedures. There should be ongoing consultation with staff and unions to ensure ongoing compliance. In addition, the risks identified must continue to be monitored. An equality impact assessment must be undertaken and the Council must have regard to any risks identified. As highlighted in the report a 90 day consultation will take place with affected staff. The proposal and recommendation to delegate the decision or return this matter to Cabinet, is appropriate and in line with the Council's Constitution. Legal advice and support will be provided throughout this process.

Financial Implications:

This restructure will affect all parts of the finance function, but costs have not only been constrained within the existing cost envelope but have also taken into account a number of other staffing and transformation reviews across the organisation. This restructure is one of staff development and personal growth which will be delivered through utilisation of the apprenticeship levy for formal training and development

along with internal informal staff training and participation with the Councils organisational and staff development programme.

Work has already begun in terms of inhouse training for the annual accounts and also development and support to staff undertaking formal qualifications.

Background papers:

None.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
Ameo	The external consultancy who has provided short term advice

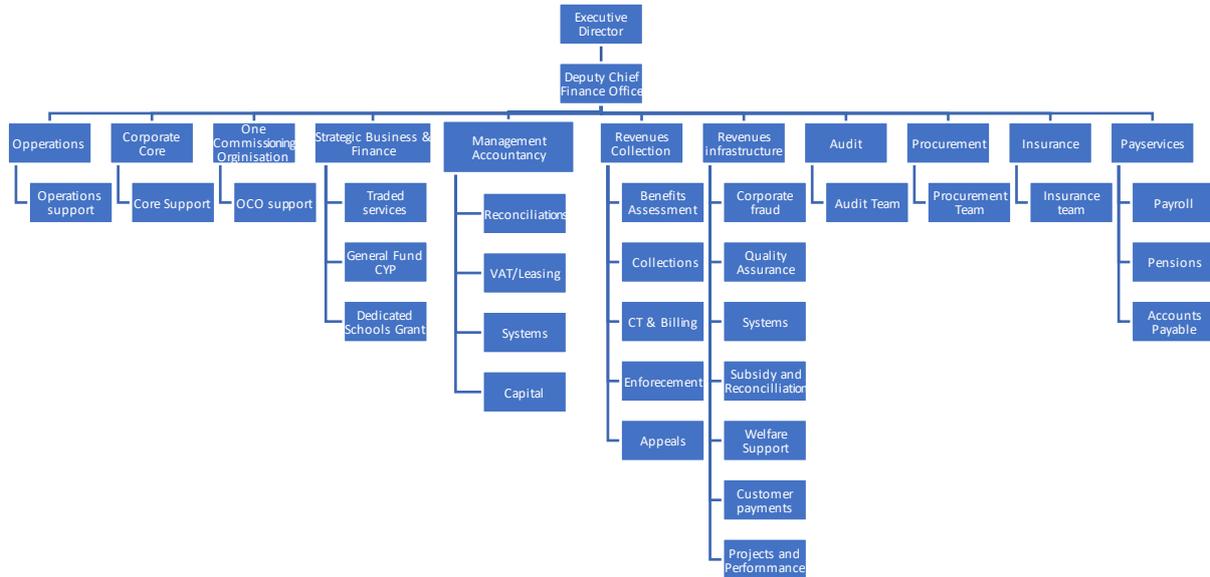
Appendix 1 **Current Structure**

Appendix 2 **Proposed Structure**

Appendix 2 **Proposed consultation events**

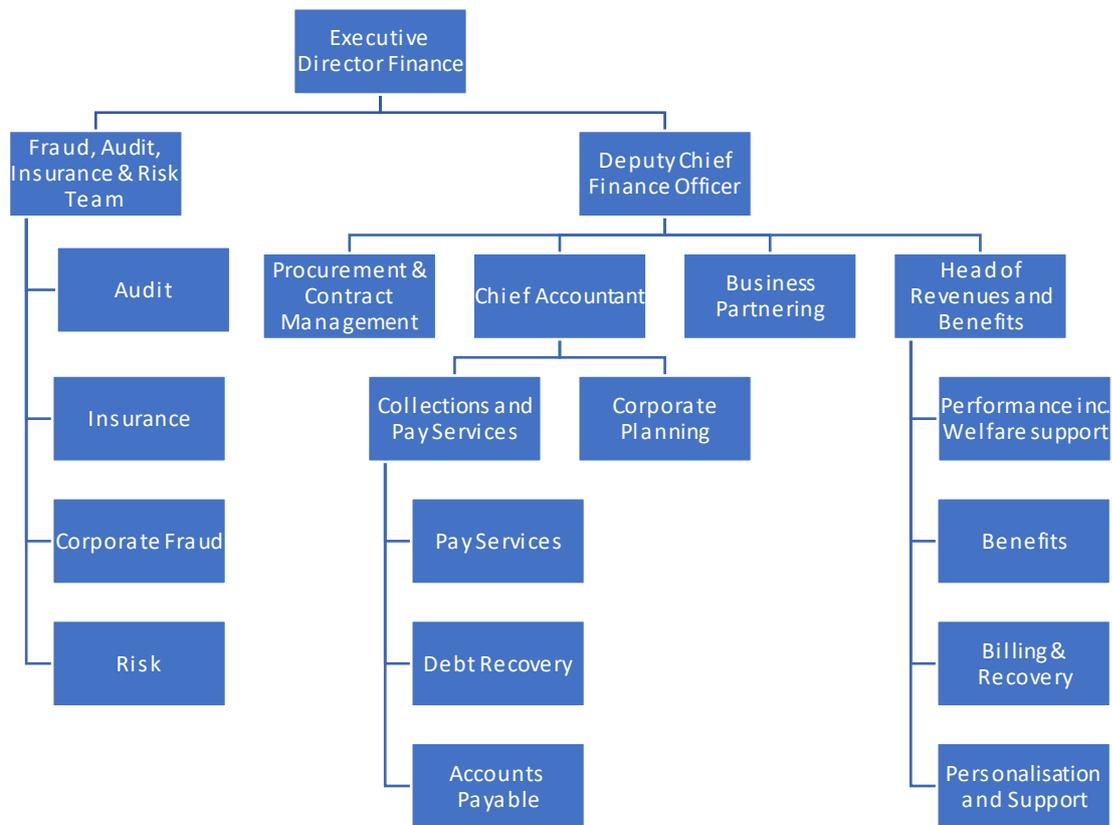
Appendix 1

Current Structure



Appendix 2

Proposed Structure



Appendix 3

Proposed Consultation Events

Date	Event	Medium	Who
1/03/2022	Notice to all staff regarding publication of paper	Teams	All Staff
10/3/2022	S188 sign off	Teams	Trade unions
11 th March 2022	Launch event – Consultation opens	Face to Face Meeting Information pack via internet	All Staff
March 2022	Team Events	F2F and Teams	All teams
March & April 2022	Grade/Band meetings	F2F and Teams	All staff
March & April 2022	121 meeting	F2F and Teams	Each Staff Member
9 th March 2022 to 8 th June 2022	2 nd 121 meetings as required	F2F and Teams	Each Staff Member - optional
9 th March 2022 to 8 th June 2022	Group and private discussions	F2F and Teams	All staff – optional
March/April	New ways of working – Business Partnering	F2F and Teams	All staff – optional
March/April	New ways of working – Single View of the Customer	F2F and Teams	All staff – optional
March/April	New ways of working – Culture	F2F and Teams	All staff – optional
March/April	New ways of working – IT changes	F2F and Teams	All staff – optional
March/April	New ways of working – Systems changes	F2F and Teams	All staff – optional
08/06/2022	Consultation closes	Teams	All staff