

Appendix 3 – All-staff Q&A response

Re Equalities Impact Assessment. I don't think the onus should be on the individual to identify any detrimental impact. Would it not be better if a screening process is undertaken to determine the need or otherwise of a full EIA?

The EIA for this consultation has been completed, and no detrimental impacts have been identified.

Given the wide ranging objectives for the new functions, stretching throughout WCC, and with the intention of creating a 'single, organisation-wide approach to planning and priority setting', it seems strange that there are so many exclusions from the proposed reorganisation. The ConDoc doesn't explain why these functions are excluded nor does it propose how the newly restructured functions will work with the excluded functions to ensure clarity and consistency of message. I think both have been helpful.

The functions not included in the consultation have either undergone more recent reorganisations than other teams, or there is no immediate requirement to refocus how these teams operate as part of the wider PPC model. Wider comments in this consultation have been made regarding job roles within some of those teams, specifically regarding grading and job descriptions. These comments will be considered by the heads of those teams to determine an appropriate response, some of which may involve changes to teams involved as part of a wider review.

Having looked over the consultation report, I have noted the different roles and their band category. Understandably there is some fluctuation in bands, and cross-over so I do appreciate that this is not necessarily the whole picture, but it has made me wonder how bands are allocated to different job descriptions and how often this is reviewed across the whole department. When I cross-compare some of the banding with my own team, I do wonder if the same criteria is being applied cross the board and I would like to know what the criteria is for banding and whether it is possible to request a review of this or even have a wider review of banding across all teams.

The Broad Band of each post is determined through the job evaluation process which uses the Greater London Provincial Council (GLPC) (band 1-4) or the HAY (BAND 5+) Job Evaluation schemes. Managers work with HR to assess roles when they are being created or changed substantially, based on the core tasks, responsibilities and expected behaviours in a role. There is no direct comparison with other roles but the same criteria are applied independently to each assessment.

Each Broad Band has 2 levels: level I and level II. Posts evaluated as level II will be higher than a level I role with increased responsibilities.

If you feel that your role band requires re-evaluating, you should speak with your line manager in the first instance.

There have been a number of comments as part of this reorganisation regarding other posts which require re-evaluation or element of JDs which require review, including for those teams not included in the process. This will be considered by the head of each team who will respond to each point directly at an appropriate time with individuals or teams affected

Why are these changes being made now?

PPC was last restructured in 2015. Since then, the organisation and department has changed quite substantially and the formal structures put in place four years ago are outdated and in need of an update. At the same time, the demands and requirements placed on PPC have changed. The

proposed structure will enable PPC to provide the Chief Executive, Executive Leadership Team and Cabinet with the resource and capability needed to drive the delivery of the council's priorities.

The objectives for the new functions are to drive grip and pace through:

- Providing a single source of truth for all corporate change projects within the Council, creating corporate visibility of projects and the associated benefits through robust and transparent monitoring and reporting practices.
- Enhancing the support provided to Cabinet Members and Executive Directors to ensure all activity within their portfolio delivers to the council's City for All priorities.
- A firmer grip of message discipline, ensuring all communications activity makes a strategic contribution towards achieving our City for All goals.
- Putting insight and evaluation at the heart of what we do, making sure our policies and communications are evidence based and impactful.

Will the proposed changes affect my terms and conditions?

No. The reorganisation doesn't constitute a sufficient change in roles and responsibilities to warrant a new contract.

Can I apply for other jobs in the structure?

There are two stages to this re-organisation. The first stage is to establish the new structure and ensure all affected members of staff have confirmation on what will happen to their existing post the posts and/or the posts staff will be assimilated into. Once, this has been confirmed, where there are vacant posts these will be advertised in line with the requirements of the organisation as part of stage two. At this stage, anyone is welcome to apply for any role, but it is suggested that you discuss any interest you may have in other roles with your manager or other managers in the departments at the earliest possible stage. The one exception to this is the posts in the Corporate PMO, which are currently being advertised as secondment opportunities.

Can I seek independent advice or support on this process and how it affects me?

In the first instance you should discuss any issues or concerns you may have with your manager. If you do not wish to do so or you would like independent advice, you can discuss with Yvette Dorman, HR Business Partner on x 2582 / ydorman@westminster.gov.uk, Daphne Clarke, HR Advisor on x 3074 / dclarke1@westminster.gov.uk, or your Union representative if you are a member of the union.

The Council has an Employee Assistance and Support programme. Details of the programme can be found here [Employee Assistance Programme](#).

I would like to apply for voluntary redundancy, can I do this and how do I go about this?

We are not seeking expressions of interest for voluntary redundancy; our commitment remains to minimise redundancies wherever possible.

How is the process being managed?

We are managing the process in line with the Council's [Managing Organisational Change](#) policy. You can find out more by reading the Change Management Policy.

I am a temporary/agency member of staff; how does this re-organisation affect me?

Temporary/agency staff are not directly affected by this re-organisation as it only applies to those employed directly by the Council. You may however, wish to discuss how the re-organisation will affect your role or provide you with new opportunities with your line manager at the Council.

Does the creation of new teams mean we stop what we're working on and focus on new objectives?

No. We continue to work as we are whilst we build the new teams and recruit to roles that are vacant. In essence, even when the new teams are set up the projects will likely remain the same. In some cases, our focus on solving the problems may shift a little.

Where new teams are being created, will we stop working across the teams we work with now and work closer to our new team members?

No. In the immediate period we remain as we are as we build the new teams. But even once they are built you will still work as closely if not even closer with colleagues across PPC to bring all our insights and skills to bear on the City Council's issues.