

## **OXFORDSHIRE COUNTY COUNCIL RESTRUCTURING**

### **Report by Head of Human Resources**

#### **Introduction**

1. This purpose of this report is to provide the committee with details of the Council's new structure and information on how staff have been supported during recent re-organisations.

#### **Background**

2. The County Council's Business Strategy 2010 – 2015 included a recommendation that we reduce our management structure, starting with senior management but more generally including a review of the layers and spans of management across the Council.
3. To deliver this CCMT asked senior managers to consider how to redesign their operations. In August 2010 guidance was issued to senior managers providing information on the features of good organisation design together with the potential benefits of reducing management layers and reviewing spans of control within organisational structures.
4. We recognised that there is no single 'best' organisational structure, only one that best fits the organisation's particular circumstances. We used the Hay Tests of Organisation Effectiveness to validate the work being undertaken and provided support to key service managers via workshops and coaching. We also provided practical advice and guidance for managers taking services through a reorganisation process via HR Toolkit 10 – Managing Change (available on the County Council intranet).
5. As we worked on reshaping the organisation in terms of structure, we also focussed on the leadership skills and behaviours we needed to both support us through the tough times and help build for the future. To help ensure that the right decisions were made as we delivered the reduction in management roles, we assessed all our senior management population (top three tiers) using well researched assessment tools. SOLACE supported us in this work, providing an important objective and independent perspective. All senior managers received feedback on their results, including personal development priorities. All restructuring exercises followed our established recruitment processes, with the assessment information being used to inform the decision of the appointing panel.
6. To support people being displaced as part of the restructuring exercise, we expanded our successful Job Finder Service, which had focussed on

## Item 11 Oxfordshire County Council Restructuring

redeployment, to encompass broader support for managers and staff in the recognition that many people would be leaving the organisation. Our new Career Transitions Service provides support for all staff whose jobs are at risk or who have been given notice of redundancy. The primary aim is to redeploy staff but where this is not possible the focus is on helping the individual concerned to make their next step whether that be finding their next role, retraining, retirement or other options. Working in partnership with our local specialist outplacement provider Chiumento we help people understand where they want to go, then offer practical solutions to help them get there. The support provided ranges from workshops to explore career options and undertake job search through to in depth coaching and support. Support is also provided for managers to prepare them for managing people through change.

### Current Position

7. Staffing numbers have reduced significantly since 1 April 2010. The reductions in staffing numbers since 1 April 2010 (i.e. the last 7 quarters) are shown in the table below. This equates to a 19.1% reduction in FTE employed and 21.3% reduction in Establishment FTE.

	FTE Employed	Establishment FTE
Reported Figures at 1 April 2010 – Non-Schools	5283	5836
Changes	-1011	-1241
Reported Figures at 31 December 2011 – Non-Schools	4272	4595

8. Over this period, senior management numbers have reduced from 158 to 82. As a result, organisational structures are both more coherent and consistent across the Council. The latest structure charts as listed below are shown at Appendix 1. The directorate charts include named senior managers and related activities within their respective services.

- CCMT and direct reports
- Children, Education & Families
- Social & Community Services
- Environment & Economy

- Chief Executive's Office

## **Recommendation**

### **9. The Committee is RECOMMENDED to**

- **Note details of the Council's new organisational structure and how staff have been supported through recent reorganisations.**

**Although the report itself does not contain exempt information and is available to the public, Annex A has not been made public and should be regarded as strictly private to members and officers entitled to receive it.**

*The public should be excluded during discussion of Annex A because its discussion in public would be likely to lead to the disclosure to members of the public present of information in the following prescribed category:*

*3. Information relating to the financial or business affairs of any particular person (including the authority holding that information) and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

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