

Business Case for the Management of Structural Change

Business Unit:

Prepared by:
(Lead Manager)

Date:

Executive Summary

Key Purpose of the Review:

[Include a précis of the main points from section 4 of the main document giving the reasons for the proposed changes. You may wish to add some points from the introduction and background to set the scene.]

Main Proposals:

[Include a précis of the main points from sections 5 (the proposals in detail), 6 (impact of the proposed changes), which should include service delivery and the impact on the workforce in general terms, and section 7 (financial implications in general).]

Process to be followed:

[Set out the main points from section 8, how you will undertake the review, who will be involved and how the consultation process will take place. This should also include impact on pupils, parents, the local community and the workforce. Include the main stages against a proposed time frame, including arrangements for consultation and implementation.

You should also explain briefly the governance and project management arrangements you intend to follow]

Planned/Expected Outcomes:

[Here you should give a summary of how the new structure will look and feel after implementation and the structural and organisational arrangements you envisage will be in place]

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1. Introduction, Background and Scope

1.1 Introduction

Give a brief statement on your intended activity, e.g.

This paper sets out the proposed case for change within the Business Unit to reflect the changing requirements/budget pressure in accordance with [reason].

1.2 Background

Give a brief indication why you are conducting the review – this will be given in more detail in the following sections.

1.3 Scope of Review

Identify the workforce, in general, which is to be covered by the review process. Include any impact on other services eg cleaning, catering, administration.

2. The function and purpose of the area to be reviewed

Set out the main activities under review, with a brief history of their development and organisation.

3. Summary of the Existing Situation

Outline the present arrangements for delivering the service including how it is organised, led and managed. You may include outline organisation structures and a summary of the existing workforce in actual and full time equivalent posts with their attendant annual costs. Include any unusual attributes such as locally agreed working conditions or terms of employment, service delivery models or other arrangements

4. The reasons for the proposed change

Set out why change is required. Include any data/information (or refer to additional documents or appendices) that support your reasons for change. These may include legislative imperatives, policy changes, budgetary considerations or service improvements.

5. The proposal in detail

Set out the changes proposed including the rationale for the specific proposals. This should include both structural and organisational change and should also include your proposals for:

- changing means and methods of service delivery;

- Outline organisation structures to show how the proposed changes would be led, managed and delivered.
- Broad categories of jobs that will be included in the new structure

Note: Depending on the size and scope of the review, you may wish to merge some of the above sections

6. The impact of the proposed change

6.1 Service delivery

Describe in detail what will be different about service delivery and how it will change the nature of the work in the service area.

6.2 The workforce

Set out in detail how the changes will impact on the workforce (including any impact on staff in other services eg cleaning, catering, administration), by, for example, (using where appropriate appendices for more detailed data and documents):

- Organisation structures
- Outline job descriptions for the posts within the review
- Indicative grades for posts, where available
- Those employees deemed in and out of the scope of the changes and those that may be affected by the restructuring exercise and those not affected
- Numbers of posts in the current and proposed structures (both full time equivalents and head count)

7. Financial implications

Set out the detailed financial impact of your proposals by, for example (using where appropriate appendices for more detailed data and documents):

- Current and proposed costs
- Sources of income
- Estimates of any possible contingent cost of workforce reductions, e.g. by early retirements, redundancy, salary protection, if appropriate and means of funding if known

8. Implementation Plan

8.1 Timeline

Set out the planned stages of the process set against a time frame leading from the initial meetings with trade unions to the completion of the implementation process.

8.2 Resources

Set out who will be involved in the management and conduct of the review including

- lead manager
- project support
- HR, Finance, Legal advisers (as necessary)

8.3 Consultation

Set out proposals for consultations, which trade unions you will be consulting and arrangements for consulting the workforce in scope of the review. You may include some of the timeline activities in this section to reinforce the message on timeliness.

Other means of engagement should also be include here, for example:

- Generic email address for submitting consultation responses

8.4 Equalities

Set out the headline Equality Impact Assessment arrangements including impact on the workforce. You may refer to more detailed data in an appendix.

8.5 Risks, Issues and Dependencies

Include arrangements for:

- Assessing risks to the success of the exercise in terms of both service delivery and the workforce and how they would be managed or overcome
- Arrangements for signing off the proposals and the final report at the end of the consultation stage prior to implementation
- Other aspects that either depend on the successful outcome of the exercise or that the change process depends upon

9. Governance, Information and Communications

9.1 Governance arrangements

Set out how the project will be governed, for example via a project board, the project team management arrangements and the escalation process for amending and signing off the final report

9.2 Information and Communications

- Information and updates via email, webmail or newsletter
- Methods of feeding back from consultation
- FAQs
- Issues Logs
- Version control on draft proposals

Appendices

A.1 Employees proposed in scope of the review

The workforce affected by the restructure and within scope of the review, including each employee's current post title, grade, employment status and length of continuous employment with the Council. Include any staff in other services affected eg cleaning, catering, administration.

A.2 Organisation Structures

Existing
Proposed

A.3 Job descriptions

A.4 Financial Implications

A.5 Equalities Impact Assessment