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**REPORT OF THE STRATEGIC DIRECTOR OF SERVICE REFORM**  
**TO**  
**WORKFORCE PANEL**  
**on 22 September 2020**

TITLE: ICT Redesign

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**RECOMMENDATIONS:**

That Workforce Panel approves the proposed changes to the ICT division and Digital Services within the Service Reform Directorate.

**1. EXECUTIVE SUMMARY:**

The proposed redesign will deliver a service that is fit for purpose to meet the needs of a contemporary, digitally leading authority. It will also align service delivery to the needs of directorate business plans across the organisation.

The redesign will also bring the departmental budget back into a balanced position.

**2. KEY POINTS:**

- 36 roles will be streamlined to 18, providing clarity of role requirements and reporting lines creating a clear governance structure.
- 29 (41%) employees will receive an increase in pay as a result of the proposed assimilation arrangements.
- There will be no loss in pay in any substantive post.
- New career pathways will be underpinned by the apprenticeship levy and via digital fast track funding working closely with Greater Manchester.
- The creation of 4 new graduate posts.
- All employees across the service will be able to apply for the following vacancies:
  - Delivery Manager
  - Data Analytics and Insight Manager
  - Infrastructure Specialist
  - Development Operation (Dev Ops) Manager
  - Enterprise Architect
  - Digital and Data Lead
  - Technology and Infrastructure Lead

As these are new senior posts, if the successful candidates are internal, they will secure a promotion and increase in salary following a fair and transparent recruitment process.

This report provides details of the steps taken to create and develop the new model with consideration to feedback from the workforce and Trade Unions as part of the formal consultation.

This process has been conducted under the corporate redesign methodology and included work to look at:

- Plan – Setting aims and objectives of the programme and identifying roles and responsibilities.
- Discover – Creating a new target operating model and future vision.
- Understand - Co-designing the structure of the service with employees.
- Develop – Identifying further improvements in service provision and developing new role profiles.
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### **3. REASONS FOR THE REDESIGN:**

The ICT service is currently operating with a significant budget deficit of £580k as a result of previously unachieved savings, as well as budget pressures resulting from the loss of income due to the loss of business from Salix Homes.

Historically, to achieve budget savings, individuals have been released under voluntary exit arrangements with no review of operational service delivery arrangements or redesign. This has resulted in service delivery pressures and impacted on the remaining workforce.

The operating model has not been reviewed since 2014. Given the pace and scale that digital and technology is moving, it is essential that the service is modernised.

There is currently a collaboration in place with Liverpool City Council (LCC) to deliver SAP services. This contract will end on 31st March 2021. This arrangement provides funding for the equivalent of 4 FTE employees in the SAP team. Without a review and redesign of service delivery, a number of employees assigned to this contract would inevitably be affected with a transfer, in line with the Transfer of Undertakings Protection of Employment Regulations (TUPE), to the new LCC SAP provider to protect their continued employment.

The service has recently extended to incorporate the Data and Insight function for the council. This allows the department to operate in an environment where the data is secured and regulated to provide better insight to inform service delivery decisions across the council.

Therefore, it is essential to redesign the service to ensure that it is operating within budget, is more closely aligned with service needs, whilst at the same time creating a function that can meet the demands faced in a constantly changing digital environment.

The key drivers for the service redesign were to better understand the organisational requirements and deliver the right solutions to meet these needs, together with creating the best user experience for our employees and residents.

The new service will support the delivery of directorate priorities and workplans, the City Mayor's priorities and efficiency strategies in line with local, GM and national initiatives, as well as ensuring compliance with current and future legislation, including security standards such as ISO27001.

A move away from a traditional model of information, communication and technology (ICT) to a new fit for the future model of digital, data and technology (DDaT) is essential to keep the council at the forefront of digital innovation at a GM and national level.

This re-design will support the strategic aims of the council by underpinning the organisation with a clear data and insight function that is needed to support policy, service redesign and enable emerging place-based models around public sector reform.

#### **4. BACKGROUND TO THE PROPOSALS:**

The current ICT and Digital Services function delivers IT support and solutions to the following:

- Salford City Council (SCC)
- Salford City Leisure (SCL)
- Aspire (Network and infrastructure)
- Salford Credit Union
- The Landing (Network and infrastructure)
- Liverpool City Council (Until April 2021)
- Salix homes (Data hosting)
- Schools (Voice & network only) - contract mainly delivered by RM education)

The service currently operates in four separate functional areas as detailed below, with service delivery and operational activity not closely aligned to directorate or corporate priorities:

## SAP function

This function delivers enterprise resource planning (ERP) mainly around the areas of HR and payroll and finance services for both Salford and Liverpool City Council, using Salford infrastructure.

## Applications and development

This function manages over 40 corporate applications for Salford City Council. It also provides support and development to some of the core components of the organisation such as document management, customer management and .Net function.

## Network and infrastructure

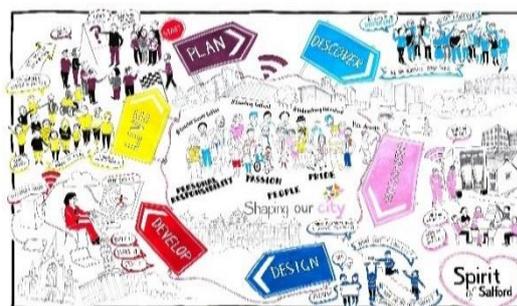
This function provides and maintains all the local and wide area network/connectivity. First, second, and third-line support dealing with customer support at different levels, core operating systems, data centres and device management. This function also has operational responsibility for threat management (cyber), business continuity and disaster recovery. There are numerous single points of failure in this part of the division i.e. total dependency on one officer for a critical function.

## Digital and Data

This function currently sits with customer services and delivers front end content across multiple websites. The team are responsible for a range of statutory functions primarily relating to government returns for people services and more recently data visualisation.

## 5. SERVICE REDESIGN

The approach taken to the redesign of the service has been in line with the city council's change methodology ensuring that those affected have the opportunity to understand where we are, where we need to be and influence what needs to change. The



proposed structure and new roles have been co-designed with the input of employees across the service, stakeholders and customers helping to shape the target operating model and new structure for the service - details of which can be found in **Appendix A** (Target Operating Model) **and B** (New Structure). This will allow the service to move to a digital first approach, enabling service users to be more self-sufficient. The current operating structure can be found at **Appendix C**.

The redesign commenced in April 2019 and during this time over **100 cumulative hours** have been spent focused on employee involvement and

engagement. This has been facilitated in numerous ways to be inclusive and has included team meetings, individual one to one meetings, focus groups and a suggestion box.

Communication and transparency have been at the heart of this approach to employee involvement and engagement using a dedicated Microsoft Teams channel for all communication and storage of documents whilst also enabling employees to join sessions from different locations virtually.

A summary of the feedback received throughout the discover and understand stages of this process is detailed below, this really set a foundation and formed the basis of the design stages:

- Management essentials such as 121s, team meetings and personal development reviews need to be in place across the service.
- There was a need for greater clarity around roles and responsibilities which reflect the current service and demands.
- There is a need to rationalise the number of discrete job roles from the current 36 job titles for roles across the service.
- There needs to be greater clarity of reporting and line management relationships.
- There is a desire to work closer to services and align with the business plans of the organisation. Employees felt they were configuring applications and systems without truly understanding the needs of the users.
- Employees need time for further training to keep up to date with technological changes and to enable them to fulfil their career aspirations.
- There are some examples of dependency on one officer for critical services which needs to be addressed for service resilience and for the wellbeing of the officers concerned. UNISON have been engaged with the process throughout the redesign to date. In addition, this has been a standing agenda item on the directorate DCSC meeting chaired by the Strategic Director of Service Reform. UNISON representatives have been invited to all the redesign sessions and dialogue has remained open and transparent throughout with the members well represented.

A concern raised by the trade union was in relation to the decision by Liverpool City Council to end the SAP contract in March 2021 and the consequential impact on staff. The service was resourced to accommodate the extra work of the Liverpool contract with the addition of four FTE posts. The loss of the contract would mean that these posts would have been in scope to transfer in line with the TUPE Regulations to the new service provider. It was agreed that all of the SAP team would be reviewed in the service redesign to avoid the need for a TUPE transfer.

Role profiles have been co-designed with all staff members with several iterations and feedback happening before the roles were job evaluated leading to 29 staff members getting a pay increase.

## **6. PROPOSED STRUCTURE**

**Appendix B** summarises the proposed structure that employees and unions were formally consulted on, and contrasts proposed employees levels against current numbers at comparable salary levels and roles in the existing structure.

It is proposed to disestablish the current ICT structure and replace it with the new operating model and job roles that have been developed through the re-design process. This model, in conjunction with more modern operating systems and new ways of working, will allow for the new service to operate effectively with a reduction in employee numbers. The department will move away from a traditional ICT function and move to a contemporary Digital Data and Technology.

The proposed new operating model and revised structure will result in no loss of pay for those employees remaining within the service, creates clearer roles and responsibilities and career pathways including four new apprenticeship posts. The recruitment is can be used as a clear opportunity to target any under-represented groups within the profession.

There will be a strong focus on knowledge and skills development and sharing through both formal and informal learning. The informal learning will include peer to peer coaching and mentoring. Formal opportunities for workforce development will be identified maximising the opportunities available through apprenticeships and via core suppliers such as Microsoft, Cisco and the numerous application partners.

This blend of both informal and formal learning and workforce development opportunities will upskill the current workforce, address the current issue of single points of failure and provide for a more resilient service.

In response to the concerns raised by UNISON in relation to the potential transfer of employees as a result of the Liverpool collaboration ending, the new structure provides a role for all employees at Salford. This allows for the skills, knowledge and experience to be retained and deployed elsewhere in the new structure resulting in no employees being subject to transfer.

To address the issue of out of hours resilience in respect of network security (cyber threats) it is proposed to introduce an out of hours rota for those people working in the Enterprise Architect and Infrastructure Specialist roles who will receive a standby payment for doing so. This rota will ensure that there is an out of hours service provided for system and network outages and cyber-attacks. It is not intended to provide out of hours support for specific applications as these will be dealt with during normal office hours.

To ensure appropriate levels of support are available across all areas the new User Support roles in the Technology and Infrastructure function will work on a rota basis, ensuring that customers are supported between 8am and 5pm, Monday – Friday. The rota will cover all work areas to enable opportunities for those employees in these roles to develop skills and experience working across the variety of functions required of the role, including working on the help desk taking calls and working with services to rollout kit.

To achieve the budget savings required to operate within a balanced budget and support the transition to the new operating model it is proposed that 11 applications for VER/VS are approved.

## **7. TRANSITION FROM CURRENT STRUCTRE:**

It is proposed that the new structure will be implemented from 1<sup>st</sup> October 2020. The two lead posts will be recruited to first followed by the manager roles.

It is proposed that assimilation to the new structure will be as follows:

- The majority of employees will 'slot in' or be assimilated into a new role in the department. There are sufficient posts to accommodate all employees wishing to remain within the service, the detailed assimilation analysis can be found in **Appendix D**.
- To support the assimilation process and transition to the new arrangements' ten individuals will have a discussion to assess suitability for the role where there is a significant change in duties and responsibilities and/or proposed new grade. Individual development plans will then be devised to support these individuals to transition once appointed.
- All employees across the service will be able to apply for the following roles
  - Delivery Manager
  - Data Analytics and Insight Manager
  - Development Operations Manager
  - Enterprise Architect
  - Infrastructure specialist
  - Digital and data lead
  - Technology and infrastructure lead

As these are new senior posts the successful candidates will secure a promotion and increase in salary following a fair and transparent recruitment process. The posts will also be advertised externally.

- No individuals will experience a reduction in substantive grade as part of the assimilation process to the new structure. 72 employees will

assimilate over into the new positions and out of this cohort 29 employees will have an increase in salary.

- It is important to note that there are no employees identified as being at risk of redundancy as a result of the redesign.

Those individuals leaving under voluntary arrangements will be released in a planned way to ensure an appropriate handover period to maintain service delivery. The timescales will vary for individuals depending on the circumstances and transition requirements such as training others.

In line with the new operating model teams will be aligned to support the People, Place and Service Reform Directorates (including external partners). The Digital, Data and Technology service will also be providing a fully managed service for the Salford Clinical Commissioning Group (CCG).

To support the transition from the current to proposed operating model and structure a workforce development plan will be delivered aligned with individual personal development needs / plans maximising the opportunities available from apprenticeships. The focus of this will be to make sure that the workforce has the skills, knowledge, expertise and behaviours to achieve priorities and objectives. It will provide opportunities for people to achieve professional qualifications and provide them with clear career pathways for the future.

As part of the development of the new role profiles each post now has an outline learning profile - individual professional development plans will be put in place for all employees to ensure that people are fully supported to move into the new posts. These will be developed in partnership with employees through PDRs and a skills audit across all areas.

The proposed structure provides the opportunity to introduce new targeted recruitment strategies to create a more diverse workforce including women into Digital, Data and Technology. The proposed model also allows for the creation of apprenticeship and graduate opportunities to introduce a talent pipeline.

The proposed model, structure and roles will create a more resilient service and workforce able to adopt effective and efficient working practices providing services across the city using the latest technologies from both an infrastructure and applications perspective.

## **8. FORMAL CONSULTATION PROCESS**

Formal consultation started on 2 March 2020. However, due to the Covid-19 pandemic, this was put on hold. The Trade Union were informed of this on 6th April 2020 and staff were given time to adjust to the new ways of working.

After conversations between the Assistant Director and UNISON it was agreed that the consultation needed to resume for operational reasons and as staff wanted to transition into the new operating model.

The 30 day formal consultation restarted on 29 June 2020 and was due to end on 29 July. However; this was extended a further 3 weeks to accommodate further consultation and support Unison in submitting their proposals. During this extended consultation period 4 roles were also re-evaluated. Consultation closed on 21 August 2020.

The redesign of has been a standard agenda item on the directorate DCSC meeting. UNISON representatives have been invited to all the redesign sessions. During the formal Consultation weekly meetings were arranged with UNISON and members were encouraged to attend these. The proposal was also discussed a Joint Secretaries throughout the consultation period.

As part of the formal consultation process weekly meetings were held between trade union representatives, Human Resources colleagues and the Assistant Director. As well as using these meetings to discuss a range of issues around the proposals, employees were also invited to raise questions, express concerns and, to make representations regarding alternative proposals that they had developed.

Managers held 1 to 1s with all employees prior to the formal consultation to discuss their individual impact and the details of the roles in line with the new operating model. Further 1 to 1s were also offered as part of the formal consultation process. Role profiles and job evaluation breakdowns were also shared with all employees.

In addition to the above meetings, the Assistant Director and colleagues from Human Resources also responded to a number of requests for information and clarification from individuals and groups of employees. The request included job evaluation factor summaries and breakdowns and clarification of how the new roles and structure would function. The information requested was shared during consultation.

A further 22 hours was spent on engagement with the Trade Union and employees during the informal and formal consultation. A timeline of the

activities throughout the engagement and consultation period can be found at **Appendix E**

Responses were received during formal consultation from Unison on the 9 July and 28 July 2020 which can be found in section 7. Full details can be found in **Appendix F**, a detailed response is also included in the next part of the report.

The main concerns raised by staff fall broadly into the following themes:

- **The Community Impact Assessment and current gender imbalance in the Service**
- **Challenging the Job Evaluation scoring of specific factors**
- **Concerns regarding staffing numbers including the proposed User Support role and proposed assimilation.**

## 9. MANAGEMENT RESPONSE 24/8/2020

Date received	Issue	Unison response	Response
21/08/2020	<b>The CIA &amp; Failure to meet the Public Sector Equality Duty</b>	<p>We eventually received the CIA for the ICT restructure on the 19<sup>th</sup> of June. On the 3<sup>rd</sup> of July we submitted a number of concerns about the document and its failure to address the extent and causes of the “disproportionate negative outcomes” for women in ICT Services. Again, it wasn’t until the 23<sup>rd</sup> of July we received a response but it did not answer any of the concerns raised. On the 28<sup>th</sup> of July the union submitted a further document outlining in detail the inadequacies of the CIA with regard to the Green Book national agreements between employers and unions. As part of this submission we also shared concerns about financial decisions made with the failure to consider Public Sector Equality Duty impacts as outlined by the Equality &amp; Human Rights Commission. <b>(See Appendix 1)</b> We, as yet, have received no response to these concerns.</p> <p>Furthermore, we raised with managers &amp; HR concerns about discriminatory practices with ICT Services in March this year. The union conducted two sessions with women union members within ICT and an anonymous survey to try and understand the extent of these concerns. <b>( Appendix 2)</b> On the 8<sup>th</sup> July the outcome of the survey and a statement of concerns were shared with the Head of HR, with a request for an independent “investigation” with regard to gender discrimination in ICT Services. <b>( Appendix 3) The Union sent a number of emails to try and get this “investigation” underway and made a clear request that conclusions and recommendations from this work should be available before the completion of the formal consultation .</b> Eventually the Union, after consulting its women members again on the 5<sup>th</sup> of August, responded with a request again that this matter be investigated independently along with requests to maintain staff’s confidentiality to ensure no adverse personal outcomes for engaging in this process.</p> <p>A meeting took place with Women in ICT, conducted by HR and the Equalities Team, on Wednesday 12<sup>th</sup> of August. There has been a request for 1 to 1s and written statements to be given. <b>In the union’s view this work needs to be completed before finalising the restructure with agreed recommendations as it will have a bearing both on the incomplete CIA and more importantly the outcome of the discussion</b></p>	<p>The gender imbalance in the current ICT structure was identified and raised by management as part of the discovery phase of the redesign. The whole ethos of the re-design intends to tackle all matters and transition the service into a more contemporary digital, data and technology function.</p> <p>The Community Impact assessment acknowledges that the gender imbalance will remain following the redesign however its purpose is to set out how the service will address this in the future.</p> <p>The redesign creates 4 new graduate positions and there is also a vacancy following a resignation we are committed to targeted recruitment for these positions to bring more women in to the service and to support their development and career aspirations. All future recruitment episodes will also be targeted to ensure the service reflects make up of those that it serves across the council and in the community.</p> <p>The practices referred to ‘Women in ICT’ are being looked into independent to the redesign and Unison representatives are aware of this and involved where appropriate. It was agreed between the joint</p>

		<p><b>on the future structure of the service.</b> The importance of this will become more apparent in sharing the rest of this report.</p>	<p>secretaries that this was to a separate issue and would not form part of the re-design. No discussions have taken place as part of this consultation and as such appendix 2 &amp;3 have not been included as part of this report.</p>
21/08/2020	<p><b>Loss of 12 posts from the Service</b></p>	<p>Although there has been more than 12, 14 at the last count, who have tendered an expression of interest in leaving the Council the union remain concerned about the Service being able to perform adequately with the loss of staff. COVID 19 has only increased the need for ICT Services, noting that ICT was already stretched pre COVID. The demand for ICT Support, maintaining and developing new systems has placed a greater burden of these services than ever. However efficiently these services are organised it will not be able to perform even at the same level with this loss of posts. Further in the report we will specify our concerns over future service delivery.</p> <p>The second concern with regard to this is that 10 of the 12 VS/VER requests to be accepted and recommended in the management report are from women workers. Many of these women are in more senior roles in ICT. Some of them are leaving because they do not feel that their skills and abilities are recognised by the current management. In fact, decisions made within the last year within the service have led them to believe that they have no future in this organisation.</p> <p>Our members view, the two leads beneath the assistant director which have been clearly earmarked will be men, at least 5 out of the 6 managers (including a service manager) beneath them will be men. This is not an accident nor purely historic but is reinforced by the current management of ICT Services. An outcome that reinforces gender discrimination cannot be accepted by the union or the Council.</p>	<p>VS/VER applications are voluntary. Applications will be considered based on the needs of the service and associated costs.</p> <p>The Target Operating Model (TOM) described over the last 12 months by both the Strategic Director and the Assistant Director at a number of briefing sessions clearly sets out the strategic vision. The codesign methodology used to facilitate the redesign allowed employees to contribute and shape the roles that are needed to deliver the new service.</p> <p>The roles and proposed structure have been shared throughout the redesign and formal consultation. Clarity of roles, clear governance structure and automation will ensure adequate future service delivery.</p> <p>For any VS/VER that are agreed there will be an appropriate handover which will involve a delayed departure date for those employees requesting to leave in this circumstance to ensure that there is a safe handover of duties.</p> <p>The vacancies will be advertised both internally and externally.</p>

21/08/2020	<p>Proposed Structure – Concerns:</p> <p>User Support Roles Application</p>	<p>Going through the process of Co design there was no discussion of this role. When it appeared at the time of formal consultation the job profile for User Support in Infrastructure was cut and pasted in with no thought of the actual work performed by the people working in the Service Reform, Peoples, and Place Teams.</p> <p>All the workers currently suggested to be in these positions were part of a career graded structure which should have allowed them to progress to a 3C. This career progression has been denied to at least one woman worker on the grounds of finance which is clearly not a legitimate reason to deny career advancement. This is currently subject to an ongoing grievance.</p> <p>Creating these roles, in this way, has caused considerable upset and distress and failed to value these workers. This is even more shocking when you consider what has been recorded earlier in this report that 7 out of the 8 workers are women. These workers have submitted detailed profiles of the work they currently do and will continue to do in any future structure. <b>The union submission is clear that this role should be deleted from the structure and the staff become Service &amp; App owners' workers.</b></p>	<p>The user support role applications emerged from co-design sessions employees as part of project X.</p> <p>Based on feedback/codesign and considering concerns raised by Unison the User Support Applications 3B role will be removed from the new proposed structure.</p> <p>7 members of staff that were assimilating into the 3B role will now be considered for the 3C role of Service and App owner.</p> <p>As consistent with other assimilation there will be a suitability discussion for anyone with a substantial increase in grade (more than 1 grade)</p>
21/08/2020	<p>Proposed Structure – Concerns:</p> <p>Senior Service &amp; App Owner &amp; Development Mangers within Service Teams</p>	<p>Our members within the Service Teams have consistently through this process argued for parity in structure both with Dev Opps and Data Analysts Teams in terms of grading. Managers and Seniors in these teams have been placed at 5B and 4C respectively. The same skills, technical knowledge and responsibilities exist within the service teams but they have been graded lower. This concern is further compounded by the fact that the highest proportion of women work in the service teams. <b>It is the unions view that these job roles can be compared equally with those within the Dev Ops and Data Analyst Teams.</b></p> <p><b>Furthermore, there is clear grounds for a trade dispute in that at least one if not 2 of our members within the Service Teams will suffer a pay loss from the current structure. We have conducted an initial consultation with our members and they have voted overwhelmingly to support such a dispute.</b></p>	<p>We expect to see a variance across profiles as they are different roles. The role profiles have been co-designed and developed with staff members. Multiple iterations of the 2 roles described have been passed between staff, UNISON and management.</p> <p>This post was re-evaluated again on the 12th August as part of consultation with UNISON and members. Amendments were made to reflect the changes staff put forward in further workshops arranged as part of the extended consultation with HR. The outcome remained the same as the original role.</p> <p>Just to provide some reassurance – As with any re-design like project X, when a new</p>

			<p>position has been created and evaluated there is an opportunity for it to be reviewed after 6 months.</p> <p>In the current operating model, there are 2 members of staff that are currently acting up in temporary positions. One of the key points of the re-design is to remove the need for people acting up in temporary positions and to ensure that staff are in substantive roles.</p> <p>To confirm there is no loss of pay to anyone's substantive roles. For anyone who is currently acting up and reverts back to their substantive grade as a gesture of good will we will consider applying the employee assistance scheme.</p>
21/08/2020	<p>Proposed Structure Concerns: –</p> <p>Other Changes</p>	<p><b>In the current management structure, we are requesting further alterations. Three staff, one Senior Service &amp; App owner and two Service &amp; App Owner believe their skills and abilities are more closely matched to the Dev Opps Team.</b> They have tendered specific profiles to Management for their consideration to be considered for Senior Developer and Developer roles within this team.</p>	<p>Meeting took place with the employees referred to in this section on the 31.7.2020 with Assistant Director and Unison where it was agreed that evidence would be considered.</p> <p>Evidence has been considered and management has agreed to assimilate the 3 members of staff into the Dev Opps team in the proposed roles:</p> <p>2x Developer roles 1x Senior Developer role This is an increase in grade for the 3 employees.</p>

21/08/2020	<p>Proposed Structure Concerns:</p> <p>Other Changes</p>	<p>– <b>Furthermore, we believe the amount of Senior Service &amp; App Owners in Service Reform need to be retained to reflect the staff who meet the job profile for this role.</b> Again, management have received considerable documentation to support this adjustment. If this adjustment is not made, then there will be a risk of service failure.</p>	<p>The workload management will be closely aligned to Business Plans that will be codesigned with Directorate Leadership teams and will be overseen by the appointed manager.</p> <p>If there is a requirement for more employees in a specific role then this form part of the ongoing operational management of the specific teams.</p> <p>The operating model has an aim of building resilience across the service and not reliant on single points of failure.</p>
21/08/2020	<p>Proposed Structure Concerns:</p> <p>Data Analysts Team</p>	<p>– This team has had a number of meeting with managers about the lack of capacity in the new structure. Only last week they shared business plans for the services they deliver to Senior Management. The reports generated by this team require specific skills and will require training and support. The failure to address these concerns has left the team anxious about obligations being met in a timely manner and from the union view the service in its current structure will be at risk of service failure. <b>The union request that Senior Analyst posts to be increased by one in the new structure.</b></p>	<p>The core difference with the new operating model is to add a dedicated manager to this part of the business, this is a newly created senior role in addition to the 2 senior analyst posts. Therefore, I do not believe that 3 senior analysts in a team of 10 is needed.</p> <p>The appointed manager will implement a workforce development plan and individual development plans via PDRs and regular 1 to 1s. There currently is not a business plan for this area.</p> <p>The workload management will be closely aligned to newly developed Business Plans that will be codesigned with Directorate Leadership teams and will be overseen by the appointed manager.</p>

21/08/2020	<p>Proposed Structure Concerns:</p> <p>Enterprise Architects &amp; Infrastructure Specialists- On Call Duty</p>	<p>– Union members, in this area, are requesting further clarification before agreeing to on call duty to be part of their contracts of employment</p> <ol style="list-style-type: none"> <li>1. They would be happy to do the call out as TOIL as opposed to overtime on the proviso that the rota is arranged internally within the Team by the members.</li> <li>2. They can only accept the weekly call out payment on this basis, as they could cover each other in case of illness etc. because of point 1.</li> <li>3. They wish to clarify that the scope of call out will also be major systems down, e.g. not individual user issues. If we had a major disaster, we would call in Team members via the Manager and overtime would be agreed on this basis at that time.</li> </ol> <p><b>Subject to confirmation of these stipulations they would be willing to accept these contracts.</b></p>	<p>1. Happy for the team to manage the rota on a voluntary basis, this will be reviewed on an ongoing basis by the Technology and Infrastructure lead.</p> <p>2. As outlined in point 1 I have agreed to the team internally managing the rota.</p> <p>3. Involving other officers will depend on the type of emergency being dealt with. In the event of a significant incident the Assistant Director and Technology and Infrastructure Lead would be part of the incident response and help coordinate the appropriate staff.</p> <p>Whilst the rota is being managed voluntarily as stated in your response, the on-call duty will form part of the contract of employment.</p>
21/08/2020	<p><b>User Support-Infrastructure- 2 backdate requests</b></p>	<p><b>Two members of User Support infrastructure have submitted a request some time ago for consideration that their move to the new grade should be backdated to April 2020.</b> This has been shared with Management and we would encourage them to consider their request.</p>	<p>The new roles and operating model have not been implemented yet and would only be once approved at workforce panel.</p> <p>Once approved suitability discussions, 1:2:1's and PDR's will be carried out with employees including the 2 members of staff you refer to to set out expectations of their new roles.</p>
21/08/2020	<p>Conclusion</p>	<p>In Summary the Council has failed in its duty to complete a satisfactory CIA. It has failed to address the underlying causes of the gender imbalance both in terms of staffing or pay. The work currently underway to address these questions must be completed before any structure can be agreed. We hope that recommendations will come forward to acknowledge and address this but until this is done the union cannot accept the restructure which reinforces and adds to this discrimination.</p>	<p>A satisfactory CIA has been shared with UNISON colleagues on 19th June 2020 to form part of the formal consultation. This was completed in conjunction with equalities team based within the policy function. The CIA is comprehensive and outlines the steps</p>

		<p>Furthermore, the structure put forward by management also further highlights pay differentials for equal work between service teams and this needs to be addressed. The union has made a number of clear requests to improve the structure to ensure that staff are respected for the roles and responsibilities they will continue to perform in the new structure. They have not been put forward lightly and we request serious consideration is given to these points. If they cannot be resolved through negotiation, we reserve the right to proceed with a trades dispute.</p>	<p>that will be taking to address the current imbalance.</p> <p>The IT industry has traditionally been a male dominated environment, this is not unique to Salford. In considering the redesign of our ICT services it has been clear that in the past there has been a gender imbalance within the service, the redesign I believe fully takes this into consideration and does not perpetuate any negative impact on the gender imbalance.</p> <p>The Equality duty requires that we ensure any unlawful discrimination is eliminated, I do not believe that the redesign places any discrimination in the service. It is a fact that the gender imbalance cannot be addressed through a redesign of the service, we have committed to ensuring everyone who wants remain in the service has a position and we are committed to allowing those that wish to exit the service through voluntary means in line with the future operating model can do so, furthermore we have committed to ensuring no reductions in pay.</p> <p>As previously stated, this is a working document that will be continuously updated throughout implementation and ongoing in the future.</p> <p>As with all major re-designs and when disestablishing a service new roles profiles are created for all roles and individually put through job evaluation. We expect to see a</p>
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			<p>variance across profiles as they are different roles. As with any re-design like project X, when a new position has been created and evaluated there is an opportunity for it to be reviewed after 6 months.</p> <p>Hopefully you can see from the responses above UNISON feedback has been considered and the following changed made:</p> <ul style="list-style-type: none"> <li>• Removal of user support application for 9 members of staff.</li> <li>• Assimilation of 3 members of staff to dev ops function.</li> <li>• Management of out of hours rota devolved to staff.</li> </ul>
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The redesign of the service allows closer working with service needs, whilst at the same time creating a function that can meet the demands faced in a constantly changing digital environment. Management refute any notions of **service failure or discriminatory practices within ICT**. A formal response to questions in relation to the community impact assessment was also issued to UNISON as part of consultation which can be found as **Appendix G**.

## **10.CHANGES AS A RESULT OF CONSULTATION:**

In the true spirit of co-design the trade union sent submissions throughout the formal consultation period so that issues could be addressed on an ongoing basis. Formal written responses were sent to Unison on 27 July and 28 August 2020.

Having considered the response from the trade union management have agreed to: -

Assimilate 3 employees currently working in the SAP team into the Development Operations team. This is at their request following a written submission outlining their skills. This is an increase in grade for the 3 employees.

Update the Infrastructure Team On-Call rota terms and conditions and agree to the request of the team by allowing the rota to be managed by themselves

At Unison's request remove the User Support Applications 3B role from the new proposed structure. 9 members of staff that were assimilating into the 3B role will now be considered for the 3C role of Service and App owner.

Following a submission from Unison and individual employees revised role profiles were submitted for re-evaluation. A full re-evaluation of the following roles was undertaken. The grade remained the same as the original evaluation.

- Delivery Manager
- Senior Service and Application Owner
- Application Support Officer
- Data lead and Technology and infrastructure lead

In accordance with the job evaluation scheme a commitment is made to support a re-evaluation any of the new job roles in 6 months where is there evidence to support that the new role profile does not contain the full aspects of the new role. If the role does increase in pay this will be backdated

## **11.ACTIONS TO SECURE IMPLIMENTATION:**

The Assistant Director and appointed Managers will work closely with HR colleagues to develop a detailed strategic Workforce Development Plan which will put arrangements in place to support employees through this transitional period and equip them appropriately to meet the ongoing challenges of new working practices and responsibilities.

The Workforce Development Plan will support opportunities for apprenticeship standards through the levy.

The approval of this redesign will also allow the creation of 4 new graduate roles into the service. These roles will rotate throughout the service gaining extensive experience will be underpinned by the apprenticeship standard.

The approval and implementation of this redesign will allow the release of 11 employees who had submitted VER and VS applications without a negative impact on service delivery.

If Panel approves the proposals detailed in this report the Directorate's objective would be to implement the new structure in October 2020 during which the allocation of individual officers to specific posts and areas of work, including conducting any interview processes, will be undertaken.

## **12. CONCLUSION:**

The redesign of the service allows closer working with service needs, whilst at the same time creating a function that can meet the demands faced in a constantly changing digital environment.

Automation and new ways of working will allow for the new service to operate effectively with a reduction in employee numbers.

The new service will support the delivery of directorate priorities and workplans, the City Mayor's priorities and efficiency strategies in line with local, GM and national standards, as well as ensuring compliance with current and future legislation, including security standards such as ISO27001.

A move away from a traditional model of information, communication and technology (ICT) to a new fit for the future model of digital, data and technology (DDaT) is essential to keep the council at the forefront of digital innovation at a GM and national level. In addition, this re-design will support the strategic aims of the council by underpinning the organisation with a clear data and insight function that is needed to support policy, service redesign and enable emerging place-based models around public sector reform.

Key features of the re-design are:

- 36 roles will be streamlined to 18, providing clarity of role requirements and reporting lines creating a clear governance structure.
- New development opportunities
- Career pathways underpinned by a workforce development plan and linked to PDRs and 121s
- Resilience across the service and is not reliant on single points of failure.
- Clarity of roles, clear governance structure and automation which will ensure adequate future service delivery.
- The teams will work closer to services and align with the business plans of the organisation
- Ensures the service is operating within budget

Without implementation of this structure the ICT service would continue to operate in its current status with a significant deficit in budget.

KEY COUNCIL POLICIES:

- Workforce Change policy
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EQUALITY IMPACT ASSESSMENT AND IMPLICATIONS:

See Appendix H

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LEGAL IMPLICATIONS Supplied by: Jeanette Williams, Senior Lawyer, Legal Services – 0161 793 3121

A thorough consultation process has been carried out with trade unions and employees affected by the proposed changes in accordance with the Council's policies and procedures. Adhering to internal policies/procedures, as well as complying with any statutory procedures will ensure there is no risk of staff affected bringing claims against the Council for breach of contract.

Assurances have been given that the interview and selection process for newly created posts will be fair and lawful and the criteria consistently applied and objective and that employees with protected characteristic will not be subject to any detriment.

There are no compulsory redundancies proposed.

Provided there is no 'organised grouping' of employees undertaking the SAP services on behalf of Liverpool City Council. TUPE will not apply when the contract with LCC ends in April 2021.

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FINANCIAL IMPLICATIONS Supplied by: Joanne Garvin – 793 2873

The current staffing costs are £4,145,903 and the proposed staffing costs will be £3,799,108 resulting in a saving of £346,795. This saving will be offset against the previously unachieved savings.

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PROCUREMENT IMPLICATIONS Supplied by: N/A

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HR IMPLICATIONS Supplied by: Steve Hulme Strategic HR & OD Manager

The main HR implications are contained in the body of the report

In line with the Workforce Change Policy a thorough consultation exercise has been undertaken with the trade unions and employees affected by the proposed changes. An extension to the original consultation timescale was agreed to enable further consultation.

Assimilation to the new structure will be carried out in line with the City Council's Workforce Change Policy with 12 weeks contractual notice issued. It is proposed implementation will take place with effect 1<sup>st</sup> October 2020.

Those who have an increase in pay reserve their right to waive notice and therefore the increase would take effect from the date of implementation.

There are no losses of pay to an employee's substantive post and there are no proposed compulsory redundancies.

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CONTACT OFFICER: Steven Fry Assistant Director Digital & Customer Services

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WARDS TO WHICH REPORT RELATES: all

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