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## **Report of the Chief Executive Workforce Restructuring Programme 2024/25**

Executive Member: Councillor Bill Revans, Leader of the Council  
Local Members and Divisions affected: N/A  
Lead officer: Duncan Sharkey, Chief Executive and Head of Paid Service

### **Executive Summary**

This report sets out the organisational structure proposals that will become effective 1<sup>st</sup> April 2025 and form a critical part in helping to achieve the 'Vision for a sustainable Somerset Council' (see *Appendix E for Proposed Organisational Structure Charts*).

These proposals will complete the integration of five organisational operational structures into one, following Local Government Reorganisation to form our unitary Council in April 2023 and the completion of the Senior Leadership Team restructure in summer 2024.

The potential consequential impacts that the restructure proposals will have on staff, services and the budget are outlined in this paper, informed by a seven-week period of consultation with staff and trade unions that concluded on 14<sup>th</sup> December 2024.

There are no proposals to stop services, but the reduction in capacity will require a sharp focus, in line with corporate priorities, to prioritise resource on those things that matter most.

Mitigating activities have been developed and are included in this paper (see *Appendix A - High level structures, service impacts and mitigation by service directorate*) to outline how we will reduce the impact on our staff and the services that we deliver.

Proposed changes that will impact previously approved service standards or existing policy are detailed in *Appendix B - List of Service Level Impact Assessments and Impacts on Existing Approved Service Standards*.

Service Equality Impact Assessments (SEIAs) have also been prepared for three of the proposed changes to ensure thorough consideration of the impacts that the proposals will have on service users with protected characteristics (see *Appendix C - SEIAs*).

The organisational restructure is part of the Council's Improvement and Transformation Programme that was endorsed by Executive in February 2024 and will deliver total General Fund savings of £34m. The programme is rapidly accelerating

the pace of change towards delivering a radically different way of working as a Council, operating with fewer staff, whilst increasing our influence and impact.

The organisational structure proposals should therefore be considered as part of the wider Improvement & Transformation deliverables, that together will provide the foundations for achieving long term financial sustainability and delivering positive change and better outcomes for the people, place and communities of Somerset. These are referenced in the background section of the report (see 4.0).

## **Recommendations**

1. Endorse the proposed organisational structure as set out in this report and its appendices, ahead of the decision by the Head of Paid Service.
2. Note that where any proposed changes to service delivery as a result of the organisation structure proposals will impact on existing approved service standards, Executive have delegated authority to the relevant Service Director to revise the service standards and also complete a review of any impacted plans and policies (in consultation with their Executive Lead Member) before the end of May 2025. These are set out in Appendix B.

## **Reasons for Proposals**

To ensure all Members are sighted on the proposed organisational structure that sets out how the Council's functions will be coordinated and how staff will be organised. This includes understanding the impacts the organisational structure proposals will have on staff, service delivery and the budget, and the actions that will be taken towards mitigating these.

The proposals form a critical part of helping to achieve the 'Vision for a sustainable Somerset Council', becoming a smaller leaner Council, employing fewer people and focusing on the unique value that we can provide. They are part of Somerset's clear and robust plan to support long-term financial sustainability.

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## Background and purpose of report

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### Background

1. Somerset Council continues to face a challenging financial situation, due to soaring costs outpacing income growth and increasing demand for our services. This has required the Council to rapidly accelerate the pace of change towards delivering a radically different way of working as a Council, to achieve sustainability - operating with fewer staff, whilst increasing our influence and impact.
2. The Executive endorsed a new 'Vision for a sustainable Somerset Council' in December 2023, that emphasises a leaner and more productive organisation. To achieve this, a new approach to whole Council Transformation was approved by Executive in February 2024 to bring together transformation and change programmes across the entire organisation, giving improved oversight and prioritisation of resources and investment. This has brought together activity to achieve the Council's vision, redesign our organisation, reshape our workforce, transform our services and deliver our savings as part of the Council's Improvement and Transformation Programme.
3. The Workforce Programme is a key component of the Improvement and Transformation Programme as an early enabler of redesigning and reshaping our workforce to one that is smaller, costs less and is more efficient and productive. It includes implementation of a new organisational operational structure which will complete the integration of five organisational operational structures into one, following Local Government Reorganisation to form our unitary council in April 2023.
4. The organisational structure proposals will not in themselves reshape the Council and should therefore be considered as part of the wider Improvement & Transformation deliverables, that together will provide the foundations for achieving long term financial sustainability. These include:
  - **Organisational Design Principles** which seek to deliver a new, smaller, leaner, more productive Council (agreed with Executive December 2023)
  - **Structural Design Principles** that promote the most efficient and effective organisation of our workforce, reducing levels of hierarchy between the Chief Executive and those frontline staff
  - New **Values & Behaviours** that are being embedded through our people management practices to improve employee performance, employee engagement and organisational efficiency (launched December 2023)
  - **Senior Leadership Team Restructure** (Executive and Service Directors) appointed in July 2024

- Our **Target Operating Model** that provides a framework for how the organisation will work together, and with others, to achieve our vision and priorities (agreed by Executive in September 2024)
  - **Reductions to workforce pay bill costs** – a number of targeted activities since October 2023, including a Voluntary Redundancy Programme, removal of budgeted vacancies and a reduction in agency workers, interims and consultants
  - **Innovation and Change** to reshape and redesign service delivery to meet the evolving needs of the people of Somerset and promote digital and data solutions
  - **Partnerships & Devolution** maximising collaboration and partnership working and progressing the devolution of services and assets to sustain valued local services
  - **Property Rationalisation** reviewing our assets to support new ways of working and to drive more cost-effective use of our buildings
5. Finalising the implementation of a single operational structure for the Council will help the Council to realise positive change and better outcomes for the people, place and communities of Somerset, including:
- Putting the people of Somerset at the heart of the New Authority
  - Creating new local opportunities for residents to have a real say about their own communities
  - Cutting red tape
  - Freeing up money that can be spent on real local issues and challenges, including:
    - Caring for our most vulnerable residents
    - Delivering life-chances for our children and young people
    - Reducing rural isolation and loneliness
    - Delivering the housing each community needs
    - Investing in climate change
    - Boosting economic growth, jobs and apprenticeships

#### **Restructure Process 2024/25**

6. The proposed operational structures have been developed by the Council's new Corporate Leadership Team (Executive and Service Directors), following completion of their own restructure in summer 2024.
7. An initial 45-day period of consultation commenced with staff and trade unions on 24 October 2024 and concluded on 14 December 2024, following a one-week extension. The Chief Executive, Directors, casual/relief workers, agency workers and staff employed to work in maintained schools, whose pay, and terms and conditions are determined by the Governing Body, were not covered by these proposals and therefore not part of this consultation.
8. Fortnightly meetings with trade unions have taken place throughout the consultation period through the Joint Consultative Forum and Joint Consultative Committees (JCC), in addition to Directorate meetings for Directorates that do not currently have a JCC in place
9. Information on the proposals were provided to all staff and included:

- An overarching Business Case document providing a range of information, including the context and purpose of the Council's restructuring, the proposals for implementation and ways of avoiding redundancies
  - Individual Service Area Business Case documents outlining the rationale for change in that area and the impact on posts (i.e. whether they would be slotted in, be part of a ringfence, deleted and vacant posts)
  - Structure charts for the proposed structure
10. Group consultation meetings were held by Executive and Service Directors and individual consultation meetings were offered to all staff where it was proposed for their roles to either be deleted or part of a ringfence. In addition, all staff were invited to feedback on the proposals via the on-line feedback form (with hard copies available to those with limited access to the intranet). In total, nearly 2,000 separate pieces of feedback have been received from staff. Some of these related to personal queries, which were responded to directly either by HR or the relevant Service Director.
11. In-depth review sessions were held, at both the mid-point and the end of consultation, in each directorate, with Executive Directors reviewing all the feedback received with their Service Directors to develop their final structure proposals. These sessions were supported by HR, Finance and the Programme Management Office (PMO).
12. Due to changes made as a result of consultation feedback, an additional one week's consultation took place between 13<sup>th</sup> January 2025 and 20<sup>th</sup> January 2025. This consultation was with the trade unions and staff who were potentially negatively impacted by the final structure proposals, for example, the ringfence they were in had less roles available or more people in it, or their post became deleted.

**Restructure Proposals – Impact on staff and budget (NB: All current figures are provisional and subject to the completion of recruitment and selection)**

13. The final structure detailed in appendix E proposes General Fund savings of £32.5m which is additional to the £1.5m General Fund saving made from the Layer 2 and 3 Corporate Leadership Team restructure, forecasting £34m total savings. Details on the General fund savings are shown in the table below:

POST CONSULTATION LAUNCH FIGURES					
Executive Directorate	Service Director	22% Budget Reduction Target Figure	Total Impact on General Fund Budget (% against total saving required)		Difference between target 22% and current forecast General Fund saving £m
		£m	£m	%	
Children, Families and Education Services	Children's & Families (including PH Nursing)	(8.7)	(0.8)	(2%)	7.7
	Education, Partnerships & Inclusion	(4.2)	(0.1)	(0%)	4.1
	Commissioning & Performance	(1.7)	(1.5)	(20%)	(0.2)
Adults Services & Housing	Adult & Health Operations	(4.2)	(2.0)	(2%)	2.1
	Adults Commissioning	(0.6)	(0.7)	(23%)	0.0
	Housing	(1.6)	(1.6)	(6%)	0.0
Community, Place & Economy	Infrastructure & Transport	(4.3)	(5.3)	(27%)	(1.6)
	Regulatory & Operational	(6.4)	(3.9)	(13%)	2.3
	Partnerships, Localities and Culture	(1.8)	(1.9)	(23%)	(0.2)
	Economic Development, Skills & Climate	(1.8)	(3.1)	(38%)	(0.9)
	Planning	(2.0)	(2.3)	(26%)	(0.4)
	Housing HRA	0.0	0.0	0%	0.0
	Property	(0.9)	(0.4)	(8%)	0.5
	Revs & Bens	(1.3)	(0.1)	(2%)	1.1
Resources, Strategy & Transformation	HR & OD	(1.4)	(1.3)	(20%)	0.0
	Digital Services	(2.1)	(2.2)	(23%)	0.0
	Commercial Investment	0.0	0.0	0%	0.0
	Strategy, Performance & Communications	(1.9)	(2.8)	(32%)	(0.8)
	Director of Public Health	(0.8)	0.0	0%	0.8
	Finance & Procurement	(2.3)	(2.0)	(20%)	0.0
	Legal	(0.7)	(0.1)	(5%)	0.6
	Democratic, Elections & Governance	(0.7)	(0.4)	(15%)	(0.1)
<b>Total Layers 4-6</b>		<b>(49.4)</b>	<b>(32.5)</b>		<b>15.1</b>
Layers 2 & 3 saving	Layers 2 & 3 saving	(1.5)	(1.5)		0.0
<b>Total</b>	<b>TOTAL</b>	<b>(50.9)</b>	<b>(34.0)</b>		<b>15.1</b>

14. The total size of the workforce baseline (excluding Layers 2 and 3), as of 1 April 2024, was 5,205 full time equivalent (FTE) staff. This is expected to be reduced to 4,650 FTE posts in the proposed structure, including funded vacant posts. This equates to a reduction of 555 FTE. Details are shown in the table below:

## POST CONSULTATION LAUNCH FIGURES

Executive Directorate	Service Director	Budgeted FTE Baseline (includes staff left/leaving VR)  FTE	Costed FTE of New Structure  FTE	Change in Budgeted FTE  +ve = increase; -ve = decrease FTE
<b>Children, Families and Education Services</b>	Children's & Families (including PH Nursing)	875.5	893.2	17.7
	Education, Partnerships & Inclusion	370.6	358.0	(12.6)
	Commissioning & Performance	207.3	148.3	(59.0)
<b>Adults Services &amp; Housing</b>	Adult & Health Operations	452.9	421.2	(31.7)
	Adults Commissioning	61.8	51.2	(10.6)
	Housing	154.5	113.9	(40.6)
<b>Community, Place &amp; Economy</b>	Infrastructure & Transport	469.5	472.1	2.6
	Regulatory & Operational	688.2	595.0	(93.2)
	Partnerships, Localities and Culture	207.5	163.1	(44.4)
	Economic Development, Skills & Climate	176.0	124.7	(51.3)
	Planning	168.9	156.2	(12.6)
	Housing HRA	206.8	206.8	0.0
	Estates, Strategy & Development	85.3	73.6	(11.7)
	Revs & Bens	137.9	132.1	(5.8)
<b>Resources, Strategy &amp; Transformation</b>	HR & OD	140.1	110.3	(29.8)
	Digital Services	198.1	145.8	(52.3)
	Commercial Investment	0.9	2.9	2.0
	Strategy, Performance & Communications	183.1	124.7	(58.4)
	Director of Public Health	59.9	74.2	14.3
	Finance & Procurement	235.9	171.5	(64.4)
	Legal	61.8	61.6	(0.3)
	Democratic, Elections & Governance	62.4	49.8	(12.6)
<b>Total Layers 4-6</b>		<b>5,204.83</b>	<b>4,650.11</b>	<b>(554.7)</b>
<b>Layers 2 &amp; 3 saving</b>	Layers 2 & 3 saving	29.0	21.0	(8.0)
<b>Total</b>	<b>TOTAL</b>	<b>5,233.8</b>	<b>4,671.1</b>	<b>(562.7)</b>

15. The anticipated impact of the new structure on our staff is as follows:

*For those services in scope of the restructure:*

- Circa (c.) 4250 people will be slotted into their roles.
- Worst case scenario of c625 redundant **posts**. This includes a reduction of 100 posts through ringfenced appointments.
- c. 630 individual vacant posts. This includes all vacant posts, so where there are multiple vacancies of the same role. It also includes vacant hard to fill roles (e.g. social workers). It is expected that a number of vacant posts will be filled by those at risk of redundancy.

16. The Head of Paid Service is proposing for an additional post, Chief Finance (section 151) Officer, to be added to the senior leadership structure. This post will report to the Chief Executive and be part of the Chief Executive's Senior Leadership Team. The breadth of responsibilities will include the statutory responsibilities of the Section 151 Officer for the Council and the organisation's most senior leader charged with leading and directing the Council's financial strategy and operations. They will lead the Finance & Procurement function (including the services noted in the structure chart in Appendix A), with the Service Director for Finance and Procurement reporting directly to them. This decision has been made based on the current financial position of the Council and feedback from Grant Thornton (Somerset Council's external auditor), CIPFA and the recent Peer Assessment who all strongly recommended the

need to have additional, senior expert finance capacity. Recruitment to this post will be undertaken shortly.

17. The appointments process commenced on 4 February, with at risk employees being able to express an interest in vacant posts and will conclude at the end of March. The following principles will be applied for the selection process as part of the restructuring:

- The primary goal will be to minimise redundancies across the organisation
- Those who have been given notice of redundancy, will be given priority consideration for roles that they express an interest in
- Those who are on family leave, who have been given notice of redundancy and are covered by the relevant legislation, must be given priority consideration over others who have been given notice of redundancy
- Those who have been ringfenced against a role will automatically be invited to an interview. They will also be able to apply for other roles
- Those slotted into roles will be automatically appointed, unless they apply for and are successfully appointed to another role

18. Staff who are given notice of redundancy and whose notice period extends beyond 31 March will be given the option of requesting to receive pay in lieu of notice (PILON). This can only be agreed by mutual agreement with both the individual and their manager, taking account of business needs. No employee is required to take PILON and, if they wish to work their full notice period, then they are contractually permitted to do so.

19. From the outset of the programme the wellbeing of staff throughout the restructure was identified as being critical; a 'Supporting Staff Through Change' workstream was created as part of the Workforce Reduction programme and a suite of initiatives developed, with input from a range of colleagues. This included our extensive employee networks groups to ensure the correct provision was offered to help staff through the restructure and this period of change. From April, the focus of this workstream will be to support leaders and staff through the transition into the new structure and new ways working required.

### **Service Impacts resulting from proposed structure**

20. The potential consequential impacts that the restructure proposals will have on service delivery have been identified and evaluated throughout consultation and considered as services have put together their final structure proposals. In some cases, services have been able to put forward proposed amendments to structures in order to mitigate some of the impacts that have been raised.

21. Service Equality Impact Assessments (SEIAs) were drafted based on the original structure proposals (24<sup>th</sup> October 2024, ready for consultation) where the proposed change in staffing levels may have had a negative impact on the level of service, how it is accessed or if there was a proposed change to the criteria for accessing the service. Requirements for SEIAs have been reviewed based on final structure proposals which mitigated some of the previously identified impacts.



22. The final set of SEIAs are appended in Appendix C and cover proposed changes in the following services:

- **Rights of Way** – reductions in capacity to investigate and address maintenance issues on the Rights of Way network will impact accessibility. Response times for issues and notices will likely increase, requiring prioritisation based on duty of care and public safety risks. More bridges and rights of way will face temporary closures, with longer average closure periods.
- **Waste Services** – interventions may exceed service level agreements, causing longer response times. Customer demand varies due to changes in the service and external factors like weather, flooding, traffic and staff illness, affecting our ability to process requests.
- **Special Educational Needs and Disabilities (SEND)** – reorganisation of service provision for teams providing SEND and inclusion services.

23. A summary of all service impacts by service area are detailed in Appendix A. This also includes mitigating activities that have been developed to reduce the impacts on our staff and the services that we deliver. Services will monitor the progress of their mitigating actions as part of their operational risk management.

24. There are no proposals to stop services, but it is clear that the reduction in capacity will require prioritisation of resources across all service areas in line with corporate priorities. As identified by the Corporate Peer Challenge, strengthening the business planning process in conjunction with financial planning, to clearly link Corporate Plan priorities with service planning based on available resources, will be fundamental to realising positive change.

25. The majority of potential impacts relate to reduced frequency of delivery and activities taking longer. Our ability to secure grants and other income sources will be key to fund and resource more rapid change and improvement. There will be less corporate support available to operational services with improved self-serve support and guidance and streamlining of processes required to enable this planned reduction.

26. There are two proposed changes that will impact approved service standards and/or require a change in policy, these are outlined in Appendix B and include service standards for Rights of Way modifications to the Definitive Map, and amendments to thresholds for Highways Planning applications to be considered under standing advice. For these areas the relevant Service Director will revise the service standards and complete a review of impacted plans, policies and agreements in consultation with their Executive Lead Member before the end of May 2025.

### **Links to Council Plan and Medium-Term Financial Plan**

27. The overarching transformation approach is key to closing the budget gap for 2024/25 and to support long-term financial stability. The workforce reduction programme within the transformation portfolio delivers the single largest financial benefit in 2025/26 (target £30m-£40m) and is therefore an essential element toward future financial sustainability.

28. The ambitions within our Council Plan are enabled by the resources available. Our budgetary position affects the level of impact that can be achieved for our

communities. Moving towards a financially sustainable council will help safeguard our ambitions.

### **Other options considered**

29. See February 2024 Executive Report on Developing the Approach to Transformation - [Developing the Approach to Transformation.pdf \(somerset.gov.uk\)](#)

### **Key considerations for the Council**

#### **Scrutiny comments / recommendations:**

30. Scrutiny Corporate and Resources considered the structure proposals and consequential service impacts and mitigations at their meeting 29<sup>th</sup> January 2025. Their feedback is published here - [\(Public Pack\)Supplement 4 - C&R Scrutiny comments to the Executive Agenda Supplement for Executive, 03/02/2025 10:00](#)

#### **Consultation and feedback**

31. Consultation with Staff and trade unions on the restructure proposals commenced 24<sup>th</sup> October 2024 and concluded 14<sup>th</sup> December 2024, following a one-week extension to the original timescales. The purpose of consultation was to ensure all views on the proposed changes were collected and considered. This feedback has informed the final structure proposals that are presented in this paper.

32. Meetings with trade unions have taken place throughout the consultation period through the Joint Consultative Forum and Joint Consultative Committees (JCC), in addition to Directorate meetings for Directorates that do not currently have a JCC in place.

33. An additional one-week consultation took place between 13<sup>th</sup> January 2025 and 20<sup>th</sup> January 2025. This consultation was with trade unions and staff who were negatively impacted by the final structure proposals compared to the original proposals i.e. they are newly at risk of redundancy, or they are now part of a ringfence. This provided impacted staff with the opportunity to feedback, and this has been considered as part of the final structure proposals.

#### **Financial and Risk Implications**

34. The new establishment budget will commence in April 2025. As part of the Budget Setting Report for 2025/26, Council will be asked to approve service specific pressures, one of which being a priority pressure of £200K for funding the Chief Finance Officer post.

35. Risks related to the Workforce Restructuring as part of the Improvement and Transformation Programme, including financial savings, have been regularly reported to Scrutiny and Executive as part of the Improvement & Transformation Programme Updates. The latest risk profiles and associated mitigations can be viewed under item 6, appendix A of the 15<sup>th</sup> January Executive Report: <https://democracy.somerset.gov.uk/documents/s39932/Appendix%20A%20->

## **Legal and Procurement Implications**

36. The Local Government and Housing Act 1989, section 4, states that it shall be the duty of the Head of Paid Service, where they consider it appropriate to do so, to prepare a report to the authority setting out their proposals as Head of Paid Service for the following in respect of an organisation's structure:

- the way the discharge by the authority of their different functions is co-ordinated
- the number and grades of staff required by the authority for the discharge of their functions
- the organisation of the authority's staff; and
- the appointment and proper management of the authority's staff

37. Proposed reductions in staffing levels in the Commercial and Procurement team will result in no procurement team involvement for spends below £100k. In these scenarios services will be expected to obtain three quotes. These changes have already been made.

## **HR / Workforce Implications**

38. The Workforce Programme, as part of the wider Improvement and Transformation Programme, will result in a reduction in the total workforce (including Layers 2 & 3) of 562.7 FTE (c. 11% reduction compared to the baseline) from 1 April 2025, affecting all levels of management and staff. The anticipated impact on staffing budget and full-time equivalent posts is detailed in paragraphs 13-15. Mitigations are in place to help manage the impact and implications of reducing the workforce, particularly loss of knowledge, talent, skills and organisational memory (Appendix A). Implementation of the new organisational structure will help enable Somerset Council to become financially resilient and sustainable in future years.

## **Equalities Implications**

39. An organisation wide Staff focused Equality Impact Assessment (EIA) was completed for the organisation redesign and published at the start of consultation. This supports the staff consultation and identifies any areas where we could be having a disproportionate impact on our staff with Protected Characteristics. This could be a greater proportion of reductions in a certain characteristic or disproportionate impact of a restructure process on a characteristic. This organisational wide EIA has been updated based on final structure proposals and is included as Appendix D.

40. Service Equality Impact Assessments (SEIA) were completed based on the original structure proposals (as of 24<sup>th</sup> October in preparation for consultation). These were used to inform decision making on changes to the structure proposals. Requirements for SEIAs have been reviewed based on final structure proposals which mitigated some of the previously identified impacts. The final set of Service Equality Impact Assessments are referenced in section 20 of this report and can be viewed in appendix C.

## **Community Safety Implications**

41. There are no community safety implications that have been identified as a result of the proposed restructure.

## **Climate Change and Sustainability Implications**

42. Somerset Council has declared both a Climate and Ecological Emergency. Through that, the Council has committed to working towards making the whole county, including our own estate and operations, 'Carbon Neutral' by 2030 and to take positive action to reverse the damage on our natural habitats by man-made activity. We have also pledged to ensure that Somerset is resilient to, and prepared for, the effects of Climate Change. The climate change and sustainability implications directly arising from the restructure have been explored by the Economic Development, Skills and Climate team and are detailed in appendix A.

43. To mitigate proposed reductions in staffing levels in the Climate team, there will be greater emphasis placed on working with partners to secure a collaborative approach to climate action, including the development of a new Somerset Climate Vision, strategy and action plans and updating partnership arrangements. Corporately the focus will be on the Council's own carbon footprint, our path to net zero and facilitating Council wide approaches to the Council emergency.

44. In response to the ecological emergency the Council will focus on delivery of the local nature recovery strategy and what can be delivered on our own estate (i.e. Local Wildlife Sites, Nature Reserves and Country Parks), optimising enhancements to habitats and delivering against DEFRA 30x30 targets and Somerset Tree Strategy as well as aligning with green financing opportunities such as Biodiversity Net Gain, phosphates and carbon credits.

## **Health and Safety Implications**

45. Potential risks have been identified related to premises risk assessments, with reduced staffing levels potentially impacting capacity to undertake these as frequently and robustly and to ensure appropriate remedial actions are in place when required in line with the Building Safety Act. A new compliance officer post in Facilities Management (FM) will ensure close monitoring of compliance and establish working groups between Property, FM and Health and Safety to support effectiveness.

46. Proposed changes in Highways will reduce capacity to proactively consider Highways safety issues within planning applications and on the rights of way network, however, the health and safety risk will be mitigated through prioritising and sequencing caseloads based on safety, accessibility and economic growth. A new health and safety coordination role within Infrastructure and Transport will also provide more capacity to manage particular hazards related to this service area.

47. Proposed changes to staffing in the Rights of Way team will reduce capacity to investigate and address maintenance issues on the rights of way network, affecting accessibility. A service equalities impact assessment has been prepared and details

the mitigations to manage this impact. The *Rights of Way Safety Inspection Manual* will need to be updated accordingly (see appendix B).

## **Health and Wellbeing Implications**

48. From the outset of the programme the wellbeing of staff throughout the restructure was identified as being critical; a 'Supporting Staff Through Change' workstream was created as part of the Workforce Reduction programme and a suite of initiatives developed, with input from a range of colleagues. This included our extensive employee networks groups to ensure the correct provision was offered to help staff through the restructure and this period of change.

49. Utilising the support of the existing Somerset 'Response to Redundancy Group' the Council arranged a series of in-person 'Planning Your Future' Roadshows. The purpose of these being to support all colleagues, regardless of their personal circumstance, navigate the period of change; partner organisations, such as the National Careers Service, Department for Work and Pensions, Care First, Peninsula Pensions, Barclays, Skills Up Somerset, local employers, colleges, Trade unions etc have been present in our main Council hubs to assist staff. At the point of writing five roadshows have taken place and the feedback from those attending has been incredibly positive. Further dates in January, February and March are planned.

50. Alongside the roadshows partner organisations have been running frequent webinars on a range of topics - the majority of these are recorded and a library of helpful webinars have been added to our dedicated Support SharePoint pages.

51. The Council has also contracted with Renovo, to provide specialist Outplacement Support for those leaving the organisation; this specialist external support includes unlimited dedicated career coaching and also access to counsellors experienced in supporting individuals during redundancy.

## **Social Value**

52. There are no social value implications arising from the restructure proposals.

## **Background Papers**

53. [February 2025 Executive Workforce Restructure Report](#)

54. [January 2025 Scrutiny Corporate & Resources Workforce Restructure Report](#)

55. [December 2023 Executive \(Vision and Design Principles\)](#)

56. [February 2024 Executive \(Workforce Reduction business case and new approach to transformation\)](#)

57. [September 2024 Executive \(Target Operating Model\)](#)

58. Executive January 2024 ([Latest Improvement & Transformation Programme progress update, including risk profile](#))

59. Note Improvement and Transformation Programme progress reports have also been considered by Corporate and Resources Scrutiny and Executive on at least a bi-monthly basis since April 2024.

## Appendices

- Appendix A: High level structures, service impacts and mitigation by service directorate
- Appendix B: List of Service Level Impact Assessments and, Impacts on Existing Approved Service Standards
- Appendix C: Service Level Equality Impact Assessments
  - Ci – Rights of Way
  - Cii – Waste
  - Ciii – SEND
- Appendix D: Workforce Equalities Impact Assessment
- [Appendix E: Proposed Organisational Structure Charts](#)