

BUSINESS IMPROVEMENT RESTRUCTURE/ORGANISATIONAL CHANGE

Business Development & Support and ICT

CONSULTATION PAPER

Helen Bishop

Head of Business Improvement

October 2017

PURPOSE	2
BUSINESS CASE FOR CHANGE	3
WHO IS AFFECTED BY THE RESTRUCTURING?	5
ALLOCATING JOBS IN THE NEW STRUCTURE	5
SUPPORTING DOCUMENTATION	6
ANNEX A – EXISTING BUSINESS IMPROVEMENT STRUCTURE	
ANNEX B – PROPOSED NEW ICT STRUCTURE	
ANNEX C – ALLOCATING JOBS IN THE NEW STRUCTURE	
ANNEX D – RESTRUCTURE TIMETABLE	
ANNEX E – EQUALITY IMPACT ASSESSMENT	
ANNEX F - NEW JOB DESCRIPTIONS	

PURPOSE

The purpose of this paper is to outline the proposed new structure of the Business Development & Support and ICT functions within Business Improvement, and to commence formal consultation with affected employees and Trade Unions. This consultation is proposed to commence on 30/10/17 and end on 04/12/17.

Throughout the formal consultation, questions and responses will be made available using email, and hard copies will also be made available to employees.

Even when the formal period of consultation has been completed, the Council will continue to listen to the views, concerns and issues that are raised. If you wish to make a representation please send all your correspondence to Helen Bishop marked 'BDS ICT Restructure Consultation'.

BUSINESS CASE FOR CHANGE

<p>Owner: Helen Bishop</p> <p>Service Area: Business Improvement – BDS/ICT Function</p> <p>Union Steward: Lorraine Francis and Steve Davis</p>	<p>HR Business Partner: Steph Nichols</p> <p>Finance Business Partner: James Marriott</p>
<p><u>Background to the Restructure</u></p> <p>The current Business Improvement Service was created in 2015 following a wholesale re-organisation of the Council that reduced 11 service areas to 7.</p> <p>Following the expiration of the contract with the County for the provision of ICT infrastructure services and service desk function from April 2016, the ICT Service was set up to accommodate:</p> <ul style="list-style-type: none">• The City Council’s new datacentre hosting partner SCC that provides data centre hosting and internet connectivity;• Vodafone delivering Wide Area Networking services;• BT Global Services delivering telephony services; and• The City Council now providing support for end-users, network, applications, telephony and infrastructure. <p>As part of the 2015 reorganisation a new Digital Development Team was also created. The restructure further transferred Executive Support and Scanning into the Corporate Support team, and created a team responsible for applications processing within Customer Services.</p> <p><u>Progress Since 2015</u></p> <p>To improve the ICT Service, a 38 point transformation plan has been in delivery since January 2017, covering a range of issues including ICT infrastructure, people development and processes. Successes to date include:</p> <ul style="list-style-type: none">• Always on dashboards giving real time monitoring and alerting for network, datacentre and applications environments;• Service Delivery Management (SDM) system upgrade (vFire);• Rebuild and redeployment of end-user System Centre Configuration Manager (SCCM) system management platform, giving improved laptop builds and re-boot times;• Permanently staffed help desk, with a reduction in the number of outstanding service desk calls and improved resolution times;• Development plans agreed for staff; and• Improved relationships, value and accountability from our key managed service providers. <p>The Digital team has developed a Digital Strategy, and made great strides in delivering the digital agenda for the organisation. During this time the teams for ICT Applications Development, Business Development and Digital Development have been working closely in the delivery of the corporate ICT work programme improving the Council’s systems and digital interface. The 2016/17 ICT Work plan has delivered 39 projects achieving cashable efficiencies in excess of £260k to date, with key successes including BT One Phone implementation and the replacement of all printers and scanners with all in one multi-functional devices. This has demonstrated the shared priorities, common and complementary skill sets of these teams.</p>	

The Applications Processing and Scanning Teams have also been working well and made significant improvements in the past 2 years, such as process redesign to improve the planning application process that has reduced the time taken to handle applications and improved service quality.

Requirements from the Restructure

- A stronger Senior Management team that can develop the strategic roadmap of services.
- Better opportunities for ICT staff to develop their technical skills with more rewarding roles.
- Reduced requirement for temporary staff to deliver 'business as usual' support.
- A robust Service Delivery function, providing great service from the help-desk through to client-side troubleshooting and delivery. Reducing the time taken to resolve critical issues and improving the service delivery and case closure rates.
- A technology led Infrastructure and Operations support and development function, managing key infrastructure and leveraging the managed services vendors for best performance and value. Improving the performance and reliability of ICT systems and the desktop environment for all council officers.
- An expanded and re-focussed Applications Development and Support team, looking not just at supporting the current application set, but forward looking towards new systems coming on line, and developing a different support strategy that allows the rapid integration on new systems and technologies, and a more complete and efficient support strategy.
- Improved implementation of ICT projects and the ICT Work Plan through enhanced skills and greater technical understanding by Project Managers and closer working with technical teams. Giving more opportunities to identify how better use of technology can streamline processes and systems, and introduce cost efficiencies.
- A better integrated Programme Office and relationship management team, working with both internal clients and external suppliers.
- Better opportunities to leverage the provisions of managed service contracts.
- Smoother and more streamlined end-to-end processes for scanning and applications processing, improving service performance.
- Out of hours ICT service provision to support the digital interface.
- Sufficient resources to address emerging threats and risks associated with cyber security and data protection in an increasingly digital environment, and ensuring appropriate focus is applied corporately to the rights of our customers and staff in relation to information governance

Proposed Changes

Business Development & Support

- Transfer the Support Services team to Customer Services to work alongside the Applications Team—roles and responsibilities to remain as current but with expected improvements in process flow and increased resilience
- The Digital Development team and the Business Development team to be incorporated into the new ICT structure as detailed below

- The Business Support Services Manager and Business Support Services Officer to be incorporated into the new ICT structure as detailed below

ICT Leadership Team

- Establishment of four direct leadership roles for Service Delivery; Infrastructure & Operations; Applications Development & Support; Programme and Partnership Management
- Re-positioning of ICT Contracts Management and Information Governance roles

Service Delivery Team

- Creation of a new senior management position Service Delivery Manager (SDM), managing a team of 8 staff. Responsible for continual development of team, capacity planning and maintaining effective communications with the rest of the council and members
- Staff comprise of
 - Service Desk Team Leader (G6)
 - End User Support Team Leader (G7)
 - End User Support Analyst x2 (G5)
 - End User Support Engineer x1 (G4)
 - Help Desk Analyst x3 (G5)
- Establish a Service Desk supervisor position to manage help desk, roster teams & monitor shifts, maintain Service Catalogue, monitor performance and availability of services as per Service Level Agreement, including real-time monitors and dashboards, produce reports of performance against performance targets and KPIs for ICT functions
- Service Delivery team team, reporting into Service Delivery Manager, whose duties include:
 - Responding to 2nd tier triage calls and desk-side visits to officers for support cases.
 - Escalating to, and liaising with 3rd tier triage by infrastructure engineers and applications specialists
 - Managing and co-ordinating out-of-hours support framework to address 'always-on' web-services availability
 - Delivery of Change Management process and Major incident co-ordination and response, Disaster Recovery and Business Continuity Planning (DR & BCP)

Infrastructure & Operations Team

- Infrastructure and Operations Manager - Manages a team of 6 staff, with a project manager assigned to the team. This is a modification to an existing position and carries responsibility for the effective delivery of the following services to the council.
- Infrastructure Services; planning, provisioning, delivery, support, capacity planning for
 - Datacentre Hosting and Application Delivery
 - Core Infrastructure Services; AD, DNS, eMail, AV, MS Network Services etc.
 - Provision and support of Network Services, including,
 - Local Area Networks
 - Wide Area Networks
 - Corporate WiFi networks
 - Telephony Services
 - Public WiFi and support for Community Centres
 - Internet Connectivity
 - Firewalls and secure services
 - Data Security and Cyber Defence
 - Remote Access and Secure VPN services
 - End-User Technologies and supporting infrastructures
- Interfacing with external Managed Services Suppliers for Infrastructure Services
 - Datacentre
 - WAN services

- Telephony
- Consultancy
- Horizon Scanning and Future Proofing council infrastructure services
- Staff comprised of
 - Datacentre Specialist x2 (G7)
 - Network Specialist (G7)
 - End-User Technology Specialist (G7)
 - Network Analyst (G6)
 - End-User Technology Analyst (G6)

Applications Development and Support Team

Applications systems are currently generally supported by a single individual, who is responsible for all aspects of that application. With a few exceptions there is no real backup for when the individual is not available, and the very large number of applications compared to the size of the team, mean that single individuals are often the sole source of expertise for multiple systems.

The proposed support model is based around the simple fact that most applications share a common architecture; a database, an applications engine, a presentation layer, a number of interfaces, a set of web services, and configuration and reporting services. Merging the Digital Services team with the Applications Support and Development team to create the backbone of this new team, will improve cohesion between externally published public services and connectivity and dependency on internal back-office systems and database. This in turn will enable identification of channel shift opportunities through better real-time and self-serve opportunities.

The proposed model will restructure the support team into small teams focussed on supporting the above aspects of applications, but take on the responsibility of that aspect across the whole applications suite. Each functional aspect will have both a lead analyst and a backup, to provide additional coverage and continuity for the lead analyst. This delivers a number of advantages; a small number of teams mean that support coverage and succession planning can be factored in, a consistent approach can be taken for every application, deployment of new applications or major upgrades should be smoother and timelier. In addition, this represents new and better career progression opportunities for staff, as well as identifying skills that will make future hiring much easier, as the technology rather than the specific application becomes the determining qualification

The challenge will be moving from the current support model to the new one, and this will need to be done carefully and in phases. To begin, the current support model will need to remain in place for continuity, but over the coming 1-3 years, as the opportunity presents to adopt the new support plan, the new model will be implemented.

In view of this, some additional fixed term posts have been created to 'seed' the new model, and these additional posts will likely be a mixture of current staff members, and possibly some additional external candidates with the relevant skills as required.

Enterprise Applications Manager will manage a team of 13 staff, with one senior and one junior project manager working within the team, which is arranged into a number of small teams, with two intermediate management positions representing Operational Applications Support and Digital Transformation.

The post holder will be responsible for.

- Delivering support services for all enterprise and business applications used at OCC, including maintenance, patching, upgrading etc.
- Implementation of all new and replacement applications used throughout the council
- Participation in new initiatives with stakeholders, selection boards, procurements etc.
- Developing and implementing a robust 24/7 approach to support for externally facing web

applications and systems

- Leading on the development and implementation of the application aspects of the ICT strategy and development of a comprehensive suite of solutions using a “best of breed” approach where possible
- Maintaining interfaces with all external software suppliers
- Leading on application technology training and developing an effective plan for ensuring that all ICT applications staff are well trained and capable to support business applications.
- Delivering and maintaining an ongoing development plan for Applications and Integration that takes into account new developments and requirements, emerging technology, renewal of legacy applications and underpins the council’s objectives.

The Applications Development and Support Team comprises:

- Digital Transformation Manager (G9)
- Operational Applications Manager (G9)
- Interface Specialist (G8)
- Interface Developer (G7)
- Database Specialist (G8)
- Configuration Specialist (G8)
- Configuration Developer (G7)
- Reporting Developer (G7)
- Web Services Specialist (G8)
- Web Services Developer (G7)
- UI Developer (G7)
- Digital Development Specialist (G8)
- Web Development Specialist (G8)

Programme and Partnerships Team

This team is responsible for the effective delivery of the ICT Work Programme and ICT Transformation Plan; building and maintaining effective internal and external relationships with third-parties, suppliers, and Services within the council, including Members; information governance and security for the organisation; and corporate governance and performance reporting.

The Programme and Partnerships Manager will be responsible for a team of 10 staff comprising;

- ICT Commercial Contracts Manager (G8)
- Corporate Governance Manager (G9)
- Data Protection Administrator (G6)
- ICT Programme Support Officer (G6)
- Programme and Partnerships Administrator (G5)
- Senior Project Manager – External Clients (G9)
- Infrastructure Project Manager (G8)
- Applications Project Manager (G8)
- Junior Applications Project Manager (G7)

List of revised ICT Staff Positions:	Impact on Establishment structure
Chief Technology and Information Officer (SH)	Existing ICT Post
Service Delivery Manager (G9)	New Post
Infrastructure & Operations Manager (G10)	Changed Post
Enterprise Applications Manager (G10)	New Post
Programme & Partnerships Manager (G11)	Changed Post
Data Centre Specialist (G7)	New Post
Data Centre Specialist (G7)	Changed Post
Networking Specialist (G7)	New Post
End-user Technology Specialist (G7)	Changed Post
Networking Analyst (G6)	Existing Post
End-user Technology Analyst (G6)	Existing Post
Service Desk Team Leader (G6)	New Post
End-user Support Team Leader (G7)	Existing Post
Help-Desk Analyst (G5)	Existing Post
Help-Desk Analyst (G5)	Existing Post
Help-Desk Analyst (G5)	Existing Post
End-User Support Analyst (G5)	Existing Post
End-User Support Analyst (G5)	Existing Post
End-User Support Engineer (G4)	Existing Post
Operational Applications Manager (G9)	Changed Post
Interface Specialist (G8)	Changed Post
Interface Developer (G7)	Changed Post
Configuration Specialist (G8)	Changed Post
Configuration Developer (G7)	Changed Post
Web Services Specialist (G8)	Changed Post
Web Services Developer (G7)	Changed Post
UI Developer (G7)	Changed Post
Reporting Developer (G7)	Changed Post
Database Specialist (G8)	Changed Post
Digital Transformation Manager (G9)	Existing Post
Digital Development Specialist (G8)	Existing Post
Web Development Specialist (G8)	Existing Post
Senior Project Manager – External Clients (G9)	Changed Post
Infrastructure Project Manager (G8)	Changed Post
Applications Project Manager (G8)	Changed Post
Junior Applications Project Manager (G7)	New Post
Commercial Contracts Manager (G8)	Existing Post
Corporate Governance Manager (G9)	Existing Post
Data Protection Administrator (G6)	New Post
ICT Programme Support Officer [G6]	Changed Post
Programme & Partnerships Administrator (G5)	Changed Post

Expected outcomes:

- More focussed senior management team
- Effective help desk and better end-user support
- More robust and efficient infrastructure and services
- Improvements to resilience and continuity of services
- Better performing applications
- Improved support for enterprise applications
- Reduced reliance on temporary staff
- Improved career and development opportunities for staff
- Better control over development and implementation across the department
- Improved reporting and communications
- Better control of Managed Services Providers, and greater leverage of services

Impact of not undertaking change:

- Inability to provide required levels of operational service
- Applications Development and Support has single points of failure
- Missed opportunity for improved and more consistent support services
- Lack of resilience
- Missed opportunity to introduce fresh skills to the department
- Unable to deliver key infrastructure improvement programme and enhanced cyber security protection

Key dates:

Shown in Annex D

Initial estimates of cost and time (if appropriate):

- New structure intended to go live in December 2017.
- This restructure adds significant improvement to capacity and capability, and inevitably will require top-up up funding to establish the structure. Over time, as the department matures, there will be opportunities to shift burden from staff to technology and reduce staff numbers accordingly

Change start date:

30/10/17 – closed consultation commences

Proposed change completion date:

New structure intended to go live in December 2017

Enclosed documents:

Annex A – Current Business Improvement Structure
Annex B – Proposed ICT Structure
Annex C – Allocating Jobs in the New Structure
Annex D – Restructure Timetable
Annex E – Equality Impact Assessment
Annex F – Job Descriptions

Other documents

Employee support pack available on the intranet:

http://occweb/intranet/sites/default/files/documents/Organisational%20Change%20Employee%20Support%20Pack_4016_V1.0.pdf

WHO IS AFFECTED BY THE RESTRUCTURE/CHANGE?

Most post holders in ICT and Business Development & Support teams will be affected by the restructure to some degree.

Many positions have been retained in a same or similar capacity, although often moved to a different place in the new structure. Some new positions have been created, and will represent interesting opportunities for staff to consider.

There is a net ADD of a number of positions, but a small number of positions will be lost. These are largely the result of the expiration of fixed term contracts and temporary secondments.

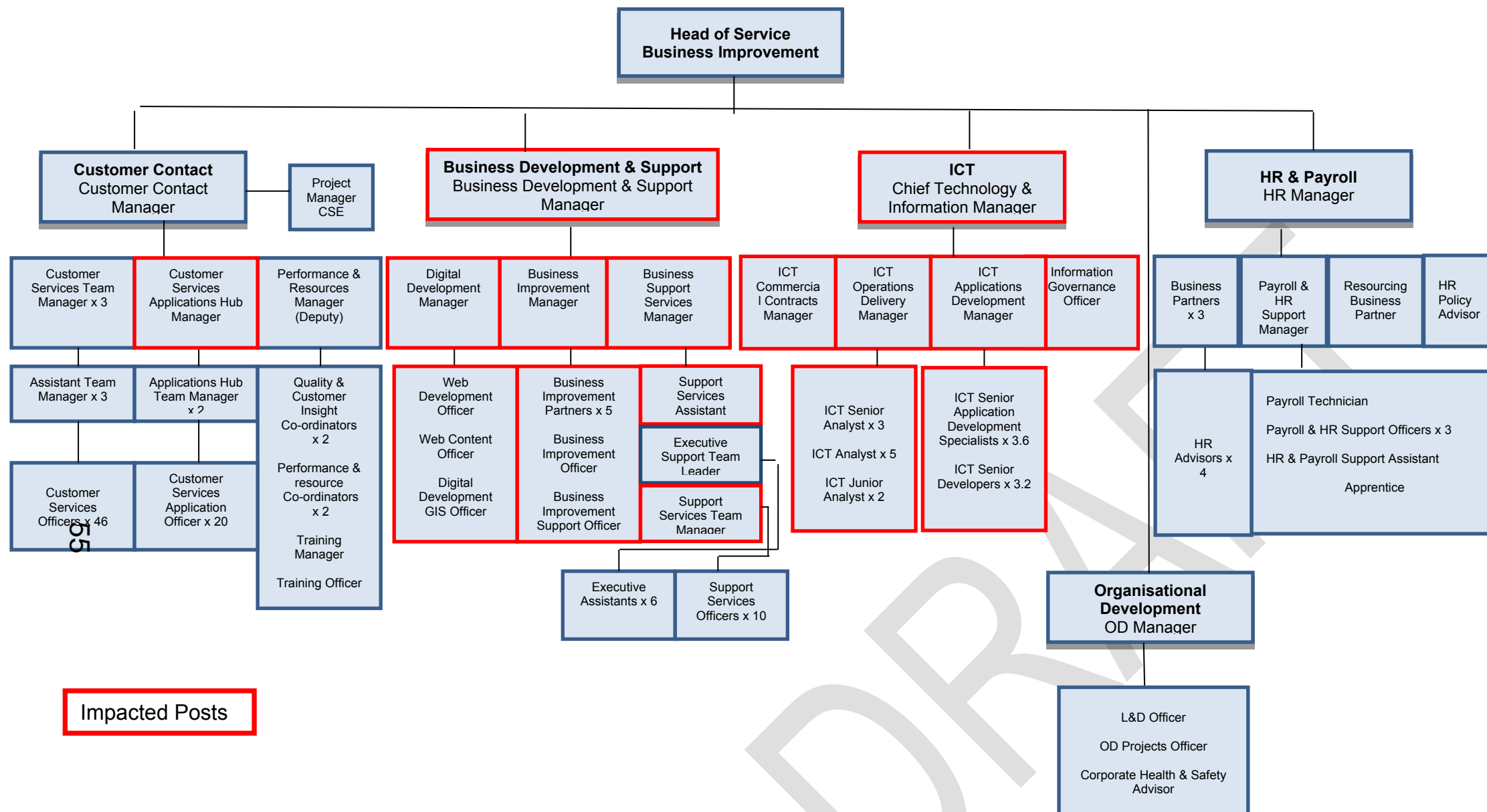
Where jobs have been deleted there will be a process to follow regarding the allocation of those employees who may have been displaced. Although this will cause some uncertainty for individuals, it is essential for employees to remain focused on their current roles whilst the procedures are followed. During this time support will be available from HR and your union representatives where applicable.

ALLOCATING JOBS IN THE NEW STRUCTURE

Jobs will be allocated in accordance with the Organisational Change Policy & Procedure, with current job profiles assessed against new job profiles: -

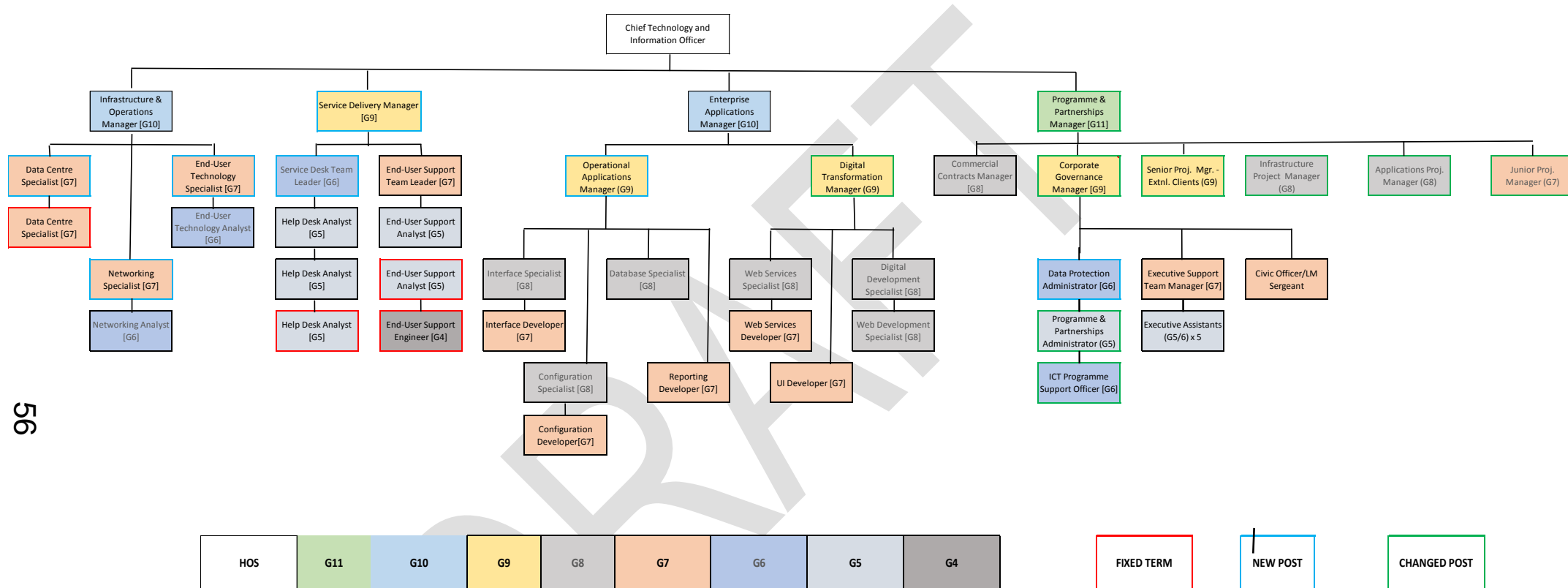
1. Where the pay is equivalent, there is little or no change between the job descriptions and person specifications for the old and new roles and the number of posts remains the same, 2.4 of the Organisational Change Procedure will apply.
2. Where there has been a reduction in posts, 2.6 of the Organisational Change Procedure will apply.
3. Where the posts in the new structure are too different from the original posts to be considered suitable alternative positions, 2.13 of the Organisational Change Procedure will apply.

SUPPORTING DOCUMENTS
ANNEX A – Current Business Improvement Structure



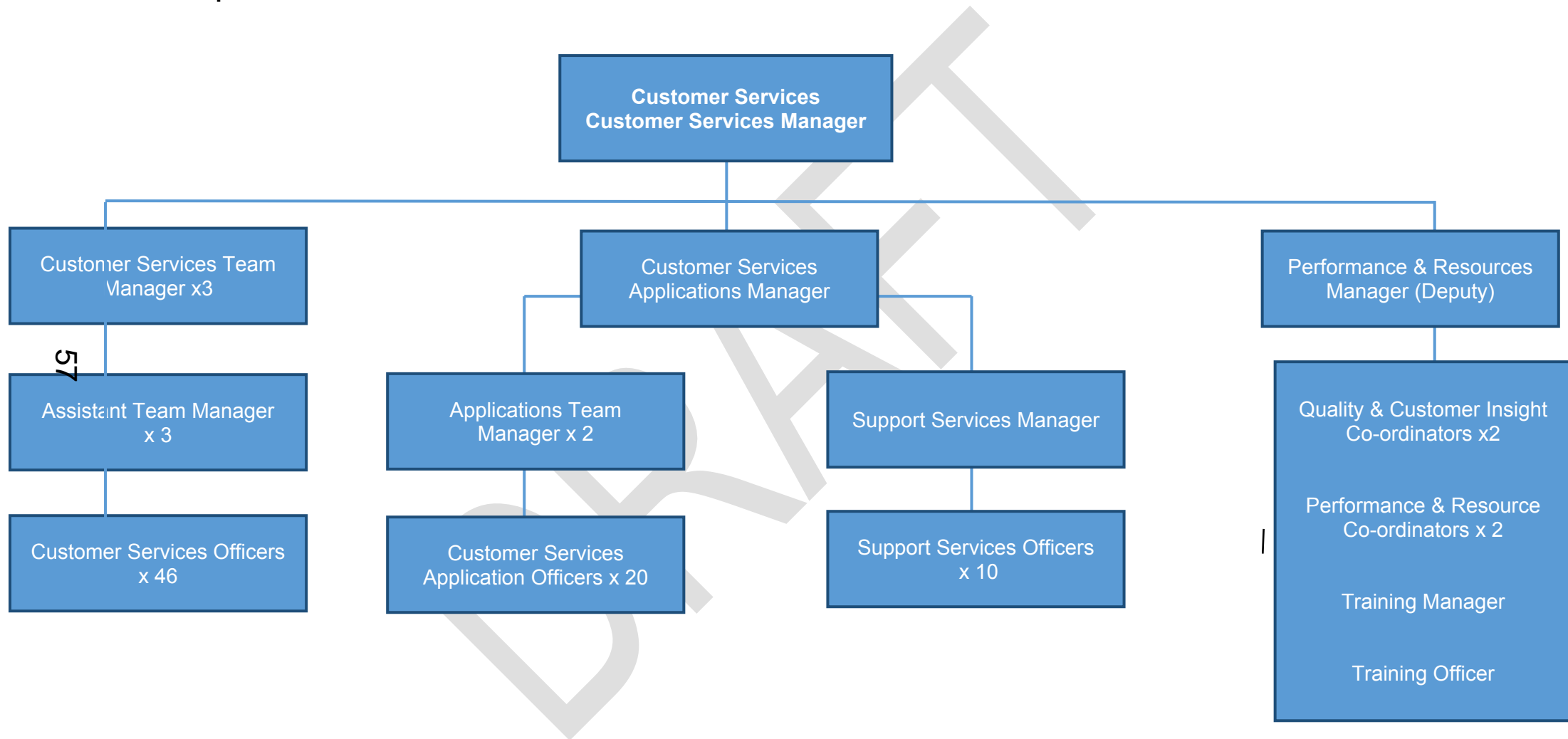
SUPPORTING DOCUMENTS

ANNEX B – Proposed Structure



SUPPORTING DOCUMENTS

ANNEX B – Proposed Structure



ANNEX C - ALLOCATING JOBS IN THE NEW STRUCTURE

This annex will give you more detail about the stages in the procedure. The job description and person specification (the job profile) of the current and new jobs form the basis of this process.

Your manager and HR will be able to support you through this process.

You may be 'at risk' of redundancy if:

- a) you are not matched to a job;
 - b) you are not successful in a selection pool;
 - c) you are unsuccessful in finding a redeployment to a suitable alternative job;
- or
- d) there is no reasonable alternative employment available prior to the expiry of your employment notice period.

Stage 1 Job Matching

Job matching can only occur where all of the following conditions are met:

- there is no change in the grade of the post; and
 - there is little or no change between the current and new job profiles; and
 - the number of posts remains the same from the old to the new structure.
- then you can be "matched" against the new job profile and moved into the new post.

It is hoped that the majority of roles will be filled by this process.

Stage 2 Selection pool (ring fencing)

You will be ring fenced, and given prior consideration, for jobs in the new structure, where there is either:

- a reduction in the number of posts in the new structure and the new posts are identical to posts in the old structure; or
- a reduction in the number of posts in the new structure and the new posts are fundamentally the same as posts in the old structure; or
- no reduction in the number of posts in the new structure and the jobs are not fundamentally the same, but sufficiently similar in nature to the current jobs to be considered a 'suitable alternative' for you.

The selection process is designed to ensure that the restructuring results in the right people with the right skills being selected for the right job.

There will be two selection stages; stage one will be aimed at examining your aptitude and stage two will look at your competence. The process will determine which post is considered a 'suitable alternative' role for you. You may be asked to take part in this assessment process, but it may be possible for this to be done by a managerial assessment including a review of past performance; including sickness absence, attendance, performance, conduct and current disciplinary record. Decisions will be based on objective records and facts. If you turn down a 'suitable alternative employment' you will not be entitled to a redundancy payment.

Whether you are successful or not you will be given feedback for your future development.

Stage 3 Restrictive Competition Selection (RCS)

There may be posts created in the new structure that are too different from the current posts to be considered 'suitable alternative employments'. This may be due to a variety of reasons, including:

- the type of responsibilities and skills required for the job;
- the location;
- the working hours; or
- the grade of the post.

As you are at risk of redundancy, you will be given the opportunity to apply for the job(s) prior to the posts being advertised more widely. These jobs will only be available if they are not a 'suitable alternative' for anyone. If you are assessed as having the ability to carry out a job (with reasonable training) it should be offered to you. You will be entitled to a trial period of four weeks.

Stage 4 Displaced Employees

If you are unassigned to a post after the stages given above have been completed you will be invited to attend a meeting to discuss the situation. The meeting will be a final opportunity to discuss the reasons for your displacement and any other issues about the redundancy. Following the meeting you will be given formal notice that your employment will terminate on the grounds of redundancy and details of any redundancy payment.

During the formal notice period the Council will continue to search for other redeployment opportunities for you.

You have the right to appeal on the basis of your selection for redundancy. You will be given more information on how to appeal. The process is also set out in the Organisational Change Procedure.

ANNEX D

RESTRUCTURE TIMETABLE

Aspect	Date
Closed week	30 th October 2017
Group consultation and requests for VR	Starts 6 th November 2017
Close of consultation phase	4 th December 2017
Job matching exercises	By 4 th December 2017
One to One's with affected staff	W/C 4 th December 2017
Interviews/selection processes with ring fenced staff	W/C 18 th December 2017

DRAFT

ANNEX E

EQUALITY IMPACT ASSESSMENT

Notes	EqIA Stage 1 –Screening
Restructure of:	
Business Improvement Service	ICT Department
<p>Will the proposed policy involve or have consequences for local Communities or the people that the Council employs?</p> <p>Please explain why</p> <p>If the answer is yes or you are unsure proceed to a full assessment</p>	<p>The restructure will have no adverse consequences for local communities as service standards and continuity will be enhanced (militating against a reliance on temporary cover).</p> <p>Service delivery will be improved and enhanced, as the department moves to a more structured and forward looking support and service organisation, designed in accordance with the ITIL v3 Service Delivery & Management supported by improved processes and through building more resilience in terms of taking control of, and managing infrastructures and services, to deliver a more rounded service with increased levels of service and extended hours of coverage.</p> <p>The restructure itself will be conducted in accordance with the Organisational Change Policy 2013 which has already been the subject of an EqIA.</p> <p>In terms of staffing, career and development opportunities will be increased as new roles and areas of specialisation emerge.</p>
Please include name and designation	
Notes	EIA Stage 2 – Full Assessment
<p>What are the aims of the policy? What is it designed to achieve? Why is it needed? What outcomes are expected? Who are the main beneficiaries? How will outcomes be measured? What are the risks, and do any of them relate to the Council's objective to promote equality?</p>	<p>Requirements from the restructure:</p> <ul style="list-style-type: none"> • A stronger Senior Management team that can develop the strategic roadmap of services. • Better opportunities for ICT staff to develop their technical skills with more rewarding roles. • Reduced requirement for temporary staff to deliver 'business as usual' support. • A robust Service Delivery function, providing great service from the help-desk through to client-side troubleshooting and delivery • Improved performance and reliability of ICT systems and the desktop environment for all council officers. • An expanded and re-focussed Applications Development and Support team. • Improved implementation of ICT projects and the ICT Work Plan through enhanced skills and greater technical understanding by Project Managers and

	<p>closer working with technical teams. Giving more opportunities to identify how better use of technology can streamline processes and systems, and introduce cost efficiencies.</p> <ul style="list-style-type: none"> • A better integrated Programme Office and relationship management team, working with both internal clients and external suppliers. • Better opportunities to leverage the provisions of managed service contracts. • Smoother and more streamlined end-to-end processes for scanning and applications processing, improving service performance. • Out of hours ICT service provision to support the digital interface.
<p>Could the proposed policy affect different groups in society differently? Does the policy or its implementation break the law or have the potential to break the law? Is there a public concern (in the media etc) that this function or policy is discriminatory? What do stakeholders think? What does available data, research, or consultation responses reveal about the likely impact of the policy? A negative or adverse impact is where the policy, project or proposal disadvantages one or some of the equality target groups.</p>	<p>There is no evidence suggesting that specific equality target groups will be disadvantaged.</p> <p>There is no risk of discrimination.</p>
<p>Will it promote equality? Cite the evidence to support your conclusion</p>	<p>There is no evidence of a negative impact.</p> <p>The restructure will be conducted in accordance with the Organisational Change Policy, which will safeguard equality.</p> <p>The proposals improve career and development opportunities.</p>
<p>How was this EIA completed? How did you engage or involve stakeholders?</p>	<p>Equalities considerations have been assessed at every stage of the process.</p> <ul style="list-style-type: none"> • All staff and Union representatives have been kept up to date with the process.
<p>Adverse impact?</p>	<p>No adverse impacts have been anticipated. In fact with out of hours cover as part of the proposals, this will improve accessibility to services for citizens.</p>
<p>What measures do you intend to take to mitigate the impact?</p>	<ul style="list-style-type: none"> • On-going full consultation • Opportunities created for development, and retention of staff with a better career structure

<p>Indicate how you intend to evaluate the successful implementation of the proposal? How will this evaluation assess impact on equality?</p>	<p>The impact will be assessed through performance feedback and customer insight.</p>
	<p>EIA Summary</p>
<p>Summary - of stage 1 initial screening</p>	<p>The restructure will have no adverse consequences for local communities as service standards and continuity will be enhanced.</p> <p>Service delivery will be improved and enhanced, supported by improved processes and through building more resilience in terms of taking control of, and managing infrastructures and services, to deliver a more rounded service with increased levels of service and extended hours of coverage.</p> <p>The restructure itself will be conducted in accordance with the Organisational Change Policy 2013 which has already been the subject of an EqlA.</p> <p>In terms of staffing; career and development opportunities will be increased as new roles and areas of specialisation emerge.</p>
<p>Likely Impact Negative/Positive Neutral</p>	<p>Positive</p>
<p>Completed by</p>	<p>Helen Bishop</p>
<p>Date</p>	<p>13.09.17</p>

ANNEX F

JOB DESCRIPTIONS

These will be available on the intranet.

DRAFT