Committee(s): Corporate Services Committee – For information	**Dated:** 01/07/2026
Subject: Organisational Change Guide	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Cliff Morton – Interim Chief People Officer
Report author:	Thomas Kennedy – Head of Policy and Industrial Relations

Summary

This report presents recommendations for the consideration of Members in relation to the Corporation's Organisational Change Guide. The report proposes revision of the current approval threshold for the Corporate Services Committee, with a view to ensuring that governance arrangements are proportionate and effective. Any proposed changes will remain subject to the Corporation's existing governance processes for the approval of Employee Handbook policy and guidance, including consultation with recognised trade unions.

Recommendations

Members are asked to:

- Approve revision of the Organisational Change Guide to introduce updated approval thresholds for organisational change proposals;

- Agree that Corporate Services Committee approval will be required only where proposals involve:
    a. an increase in recurrent establishment cost of £200,000 or more; or
    b. large-scale workforce impact affecting 20 or more employees or multiple departments;
    c. the creation of senior posts (Grade I and above or roles exceeding £100,000);

- Agree that all other organisational change proposals are subject to Chief Officer approval, in consultation with the Chief People Officer.

- Agree that Chief Officers may, at their discretion, refer any proposal to the Corporate Services Committee where it is of significant complexity, sensitivity, or wider organisational impact.

- Authorise the Chief People Officer to approve organisational changes on the terms stated, while ongoing governance processes and changes to the Employee Handbook and policy guidance are updated accordingly, including consultation with the recognised Trade Unions.

Main Report

Background

1. In The Corporation's Organisational Change Guide (Appendix 1) sets out the governance requirements for organisational change proposals.

2. Elected Members have requested a review of these arrangements to ensure they remain proportionate and effective. This report therefore sets out officer recommendations for a revised approach to approval thresholds within the governance framework for organisational change.

Current Position

3. The Organisation Change Guide currently states:

    Where your proposal is a restructure, you will usually need the approval of your department's Service Committee and Establishment Committee before embarking upon the next stage when the following applies:

i. *any redundancies are anticipated for permanent employees;*
ii. *your new structure will incur increased establishment costs;*
iii. *your new structure will affect 6 or more employees at grade H or below;*
iv. *there are anticipated consequences for other parts of the department or the wider City Corporation;*
v. *your restructure proposes to delete current posts of grade I and above; and/or*
vi. *your restructure proposes to create any new posts at grade I and above (or any posts where the total salary would exceed £100,000 per annum).*

4. In practice, these thresholds mean that a significant number of organisational change proposals are brought to Committee for approval, including those of varying scale and complexity.

Recommended Position

5. It is recommended that the current approval thresholds are revised to ensure that Member oversight is focused on proposals of greatest strategic, financial, and organisational significance, while enabling more proportionate and timely decision-making for routine organisational change.

6. Under the proposed approach, referral to the Corporate Services Committee would be required only where proposals involve:
    - an increase in recurrent establishment cost of £200,000 or more; or
    - large-scale workforce impact affecting 20 or more employees or multiple departments);
    - the creation of senior posts (Grade I and above or roles exceeding £100,000);

7. All other organisational change proposals are subject to Chief Officer approval, in consultation with the Chief People Officer.

8. Chief Officers may, at their discretion, refer any proposal to the Corporate Services Committee where it is of significant complexity, sensitivity, or wider organisational impact.

9. It is proposed that the Chief People Officer will approve organisational changes on the terms stated, while ongoing governance processes and changes to the Employee Handbook and policy guidance are updated accordingly, including consultation with the recognised Trade Unions.

10. This proposal will enable the continued progression of organisational change activities between committee meetings and during periods of member recess, where approvals may otherwise be delayed.

Conclusion

11. The proposed revisions to the Organisational Change Guide will ensure that governance arrangements are more proportionate and focused on areas of greatest organisational impact. By clarifying approval thresholds and increasing delegation to Chief Officers, the Corporation will be better able to respond to organisational change in a timely and efficient manner, while retaining appropriate Member oversight of significant decisions

12. Any proposed changes will remain subject to the Corporation's existing governance processes for the approval of Employee Handbook policy and guidance, including consultation with recognised trade unions.

Corporate & Strategic Implications

Strategic implications – None

Financial implications - None

Resource implications - It is anticipated that the proposed approach will reduce the time officers spend preparing committee papers, and by enabling decisions related to organisational change to be made more efficiently.

Legal implications - None

Risk implications - None

Equalities implications - None

Climate implications - None

Security implications - None

Appendices

Appendix 1 – Organisational Change Guide

Thomas Kennedy

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