

 **Business Case for Proposed Organisational Restructuring**

Brunel has identified three levels where business cases for proposed organisational restructuring should be submitted to for information and comment or approval in principle subject to consultation with colleagues and trade unions.

**Level 1: Small Scale Change - for Information and Comment (EAG)**

Smaller scale change proposals that are within budget, affect less than ten employees and do not negatively impact on other areas of the university do not require approval but should be submitted by the Executive Dean or Director to the Executive Advisory Group for information and comment. Executive Advisory Group is asked to comment on the proposals in terms of their contribution to these areas, rather than the detail of the proposed changes.

**Level 2: Medium Scale Change - for Approval (EAG)**

Executive Deans and Directors proposing to make more substantial changes that can be delivered within budget but which impact more than ten employees and may impact other areas of the university, should submit their business case to the Executive Advisory Group for approval. The proposed changes should seek to improve performance, delivery and/or contribute to Brunel’s strategic goals. Depending on the nature of the proposals, Executive Board may refer the business case to Executive Board for approval in principle, subject to consultation.

**Level 3: Larger Scale Change and Investment Requests - For Approval (SPC and EB)**

Business cases for proposed changes that are not within budget and require investment should be submitted to the Strategic Planning Committee. Ordinarily, proposals for additional funding should be submitted during the annual planning round. However, it is recognised that there may be occasions due to unforeseen circumstances and urgent business need when proposals need to be considered outside the normal planning round. While this template may be used as the stage 1 business case for SPC, a stage 2/3 business case with additional details may be required.

Business Case proposals only need to be re-submitted to EAG or SPC if there are substantial changes following consultation or if additional funding to that already agreed is requested.

For all three levels, the Head of Department should work with HR to ensure that:

* the change proposals are designed and implemented in accordance with Brunel’s organisational change management policies and prevailing employment legislation;
* that meaningful consultation takes place with our recognised trade unions and in accordance with our Trade Union Recognition and Partnership Agreement.
* all relevant stakeholders are consulted on the proposals and understand how they might be impacted;
* Equality Impact Assessments are undertaken, carefully considered and amendments made as appropriate;
* there are effective project plans and communication plans in place to support effective change management,
* support for colleagues during and after consultation and implementation is in place to ensure the changes are embedded successfully;
* any necessary contractual, job description and HERA grading changes are followed through; and
* all relevant support departments are informed and the changes effectively planned, e.g. CHIME, Finance



**Business Case for Proposed Organisational Restructuring**

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| **College/ Department or Directorate**  |  |
| **Executive Sponsor/SRO** |  |
| **Restructuring Lead** |  |
| **HR Lead** |  |
| **Size (Level 1, 2 or 3)** |  |
| **Estimated Start Date for Consultation** |  |
| **Estimated End Date for Consultation** |  |
| **Proposed Go Live Date** |  |
| **Programme Number** | Added by SPC if approval for financial investment required. |

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| **1. Document Record** |
| **Date** | **Version** | **Changed by** | **Summary of changes** |
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| **2. Reviews and Approvals** |
| **Date** | **Name** | **Decision/Comments** |
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| **3. Related Documents**Provide the names and links to any related documents, policies, procedures, guidance, etc. |
| [Change Management Policy](https://students.brunel.ac.uk/documents/Policies/change-management-policy.pdf)[Acas guidance on managing staff redundancies](https://www.acas.org.uk/manage-staff-redundancies)[Equality Impact Assessment Guidance and Form](https://www.staff.brunel.ac.uk/directorates/hr/equality-diversity-inclusion/equality-impact-assessments)[Trade Union Recognition and Partnership Agreement](https://intra.brunel.ac.uk/s/hr/Documents/20181031%20Recognition%20and%20Partnership%20Agreement%20Signed.pdf) |

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| **4. Consultation**Identify individuals and groups for consultation Identify other specialist areas involved in supporting the development of the business case (e.g. HR, Finance, IS, Communications) |
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| **5. Executive Summary**Provide an executive summary for the proposals.  |
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| **6. Context and Background**Set out the strategic context for the proposals. |
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| **7. Scope and Existing Arrangements**Specify which areas are in scope and current organisational structures. Include any operational and service changes required.Please include a current organisational structure chart in the appendices. |
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| **8. The case for change**Provide the drivers for change and business needs.Summarise options considered evaluated with a brief SWOT analysis, and the recommended outcome. Please include the proposed organisational structure chart in the appendices |
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| **9. Costs and Benefits**Specify financial impact including current and proposed costs, estimated costs of change (e.g. voluntary redundancy, statutory redundancy, salary protection, pension costs) and impact on income and other benefits. Advice regarding on-costs and current budget provisions should be sought from the Finance Business Partner. |
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| **10. Workforce Impact** How many employees will be affect under the proposals and to what extent?Are there proposed job losses (including positions that will be removed and replaced with new ones)?Which positions will remain but will be updated and to what extend?Are their new positions and will these be ring-fenced?Arrangements for identifying positions for redundancy pools and ring-fenced recruitment |
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| **11. Summary of Equality Impact** Please include the full EIA in the appendices and summaries the main findings and recommendations here. The EIA should be reviewed and updated as the proposals develop. |
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| **12. Constraints, dependencies and Risks**Specify any constraints and dependencies with areas outside of those in scope.Specify the main risks associated with achieving the reorganisation and threats to expected benefits and proposed counter measures to manage these risks. |
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**APPENDICES**

**To include:**

* Project Plan and Timescales
* Communications Plan
* Organisational structure charts (current and proposed)
* Establishment including positions, headcount, FTE, grades (current and proposed)
* Revised and new job descriptions