**Preparing a business case for restructuring – RRC guidance note**

The Resourcing Review Committee (RRC) considers and approves all proposals for restructuring. This guidance sets out what information needs to be provided in order for RRC to be able to consider a proposal.

1. **Background to the proposal** – to include any significant information regarding the current context of the department (e.g. new/changed leadership, any reviews/audits that have been conducted leading to this proposal etc).
2. **The rationale for change** – outline the business case for change, including key drivers (e.g. financial, operational), how it is aligned to strategic priorities both at an organisational and departmental level, what is the expected impact of the changes proposed, what is the impact of not making the changes.
3. **Current and proposed structure** – including organisation charts to show both current and proposed structure, highlighting any key changes including where new roles are being proposed. Identify indicative grades and be clear to use roles rather than names of individuals.
4. **Alternative options** that have been considered i.e. alternative structures and why these are not being proposed.
5. **People implications** as a result of these changes (e.g. roles at risk of redundancy, roles required some level of amendment, regrading etc). Consider any wider implications regarding culture impact here.
6. **A financial summary** of the cost of the structure. This should be prepared in consultation with the relevant Finance contact. The new cost should be compared against the current budget and include consideration of both ongoing cost (e.g. new salaries) as well as one off costs (e.g. redundancy pay, notice pay), as well as where savings have been identified in order to facilitate or as a result of the changes including any vacancy savings. Set out the longer term position e.g. year 1, year 2 if it is likely to change. Consider any further costs including training or recruitment that may be required as a result of these changes.
7. **An equality impact assessment** which considers the demographic profile of people affected in order to consider whether there is a disproportionate impact on any particular group or protected characteristic. If a disproportionate impact is to be found, it needs to be considered and justified as to why.
8. **Timetable** for the restructuring exercise, which considers consultation obligations and annual leave which may need to be factored in. Indicate key roles/responsibilities e.g. who will lead on different aspects of the restructuring exercise.
9. **All job descriptions** for new or revised roles. If new roles are approved by RRC as part of a restructure, they do not need to be resubmitted to RRC for approval prior to advertising.

Any restructuring proposals should be developed in conjunction with a member of the HR team. Please speak to Jenny Winters (Deputy Director of HR) in the first instance.