



Organisational restructures: how to do it well

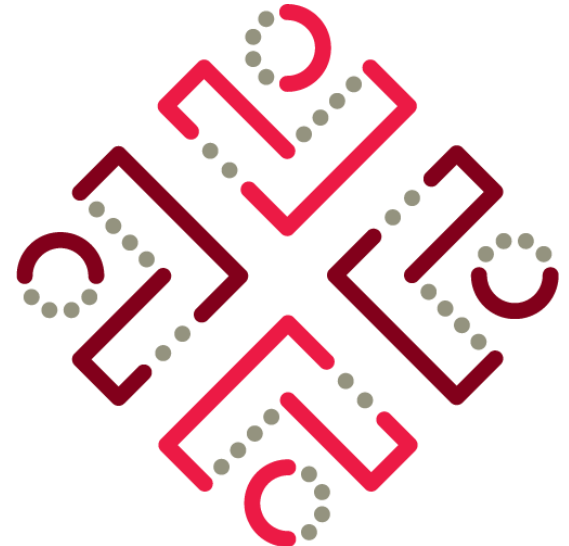
23rd May

This webinar will begin in a few minutes



Agenda

Time	Activity
14:05	Welcome: Mike Wright, Bond
14:05	Introduction: Steve Harper, haysmacintyre
14:20	Case study: The wider approach to restructuring Philip Goodwin, VSO
14:30	Open discussion and Q&A
14:40	Case study: The people side of restructuring Jen Codman, International Budget Partnership
14:50	Open discussion and Q&A
15:00	Case study: The legal perspective Andrew Studd, Russell-Cooke
15:10	Final open discussion and Q&A
15:27	Thanks, and close: Mike Wright, Bond





Introduction: Steve Harper, haysmacintyre





Trustee perspective

- Key trigger points
- Sub-groups or committees can be helpful – but don't forget to take the wider board along
- Scenario planning
- Organisational change policy





Provisions

- Key accounting criteria
- The need to be “demonstrably committed”
- Carefully consider matters close to the year end





Group reorganisation

- Various forms – e.g. mergers, reorganisation of existing groups.
- Key considerations include:
 - Balances between the entities
 - Assets
 - Key contracts – funding, staff contracts
 - Tax
 - Accounting implications



Financial management

- Time horizon – short versus long term
- Cash and cash flow
- Restricted funds and restricted income
- Sensitivity analysis





The wider approach to restructuring: Philip Goodwin, VSO





“your organisational rhythm should value purpose over habit and effectiveness over efficiency”

“Efficiency is doing things right. Effectiveness is doing the right things”

Observation 1: *try and be on the front foot*

Observation 2: *drive all of this through mission and values. Be intentional for the long-term*

Observation 3: *build the confidence and capacity of teams to live with - and manage - change*

Observation 4: *align logic, emotion and doing – the “Head, hands & heart”.*





Discussion and Q&A





The people side of restructuring:
Jen Codman, International Budget Partnership



Managing restructures: Key steps

1. Establish the business case
2. Agreeing selection criteria and building the pool of impacted staff.
3. Job slotting / matching
4. Consultation
5. Exploring other outcomes
6. Communicating decisions



Organizational Restructuring Strategies for HR

Staffing considerations

Effective staffing during restructuring involves assessing current and future organizational needs, identifying gaps, and making adjustments to the workforce accordingly.

Communication with employees

Clear, consistent, and transparent communication is crucial to maintaining trust and morale during periods of significant change.

Talent and performance management

Managing talent effectively involves aligning employee skills and performance with the new strategic goals of the organization.

Employee support programs

Supporting employees through transitions with appropriate programs helps reduce turnover and maintain morale.



Change management

Change management is essential for helping employees navigate the restructuring process smoothly and effectively.

Legal and compliance considerations

Ensuring compliance with legal standards and internal policies is critical to mitigate risks associated with restructuring.

Cultural shift management

Cultural adjustments are often necessary to align with new organizational structures and strategies.

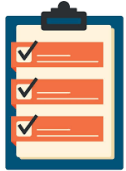
Top tips



1. Review/update internal policies.



2. Know your communication plan.



3. Prepare, prepare and prepare some more.



4. Remember we are all 'human'.

Resources

ACAS [Redundancy | Acas](#)

CIPD [Redundancy | Factsheets | CIPD and How can change and transformation be more ethical? | CIPD](#)

Legal services e.g. Penninsula (and many others!)

AIHR [Organizational Restructuring: 7 Strategies for HR \(+ Free Template\) - AIHR](#)



Discussion and Q&A





The legal perspective:
Andrew Studd, Russell-Cooke





Discussion and Q&A





Thank you

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Connect

