



General Purposes Committee  
16 December 2015

**Report from the Chief Executive**

For Information and  
approval

Wards affected:  
ALL

**Senior Management Restructure**

**1.0 Summary**

- 1.1 The current senior management structure of the council was implemented in April 2015 and resulted in cost savings of £1.4 million. One of the major changes to the structure was the creation of a Chief Operating Officer's Department. It was always the intention at the time of its creation that its effectiveness would be reviewed after a year, hence the appointment to the post of Chief Operating Officer on a fixed term basis.
- 1.2 As the Council's new Chief Executive, it is my view that the role and department of Chief Operating Officer is too broad. I also think that some of the services within the department do not naturally co-exist. This view, coupled with the resignation of the Strategic Director of Regeneration & Growth following his appointment to the Chief Executive position at Redbridge Council and the fact that the term of the Chief Operating Officer is nearing its end, has made it timely to seize the opportunity to review the current top structure. My preference would be that the corporate structure is capable of responding to a set of diverse demands that impact on the way services are delivered.
- 1.3 This report sets out my proposals to further refine the Council's Senior Management Structure so that there are greater synergies within departmental functions and to further align responsibilities in order to improve productivity and efficiency. It is not my intention, so soon after last year's structural changes, to make significant changes to personnel. It is recognised that any change can be disruptive thus these proposals have largely focused on moving services to where they best fit rather than the need to make cost reductions.

- 1.4 It is important to note that my proposals are about building on our successes to make us better able to meet the challenges ahead. However, given the scale of those challenges ahead, I will wish to revisit the structure again in 18 months time to decide if any further changes are required.
- 1.5 As the majority of the changes are largely realigning services between departments it is envisaged that the proposed structure for the Council will provide more evenly balanced portfolios for the Strategic Directors.
- 1.6 Feedback on the proposals has been received from staff affected. This report sets out:
- 1.7 Full details of the proposals including structure charts are attached at Appendix 1

## **2 Recommendation**

- 2.1 It is recommended that General Purposes Committee approve the restructuring proposals at Appendix 1.

## **3. Consultation**

- 3.1 Consultation on the proposed structure has taken place with officers affected by the proposals. The proposals were shared with Strategic and Operational Directors and Heads of Service. Affected staff were able to raise issues or make comments and given the opportunity to meet with the Chief Executive on an one-to one basis and in writing via email. There was general support for the proposed approach, people who responded generally felt that the proposals were clear, logical and pragmatic. The Trade Unions (GMB & Unison) have been notified of the proposed restructure and were formally consulted as part of this process. Every one who made a comment received a response from the Chief Executive. A final outcome report will be issued if the proposals are approved by the General Purposes Committee. There have been some amendments to the original consultation following the consultation. These are included in the final consultation outcome at Appendix 2.

## **4 Implementation**

It is proposed that the new structure will be effective from January 4, 2016.

## **5 Financial Implications**

The proposals are cost neutral but it is anticipated that there will be budget savings realized through the review of services within the new departments which will be necessary as a result of this restructure.

## **6 Legal Implications**

There are no legal implications arising from this report

## **7 Diversity Implications**

The number of posts affected by this restructure is less than ten therefore it is not appropriate to publish EA information as this would mean that individuals could be clearly identified. An EA assessment has been undertaken and no adverse impact has been identified

**8 Staffing/Accommodation Implications**

There will be one compulsory redundancy as a result of these proposals.

**9 Background Papers**

Senior Management Restructure – Consultation Document

**Contact Officer**

Carolyn Downs, Chief Executive