



**Staff Consultation Paper on proposal of
Senior Management Restructure of the Organisation**

November 2015

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Background and Context

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.

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.

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 focussed on moving services to where they best fit rather than the need to make cost reductions.

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.

I have also discussed my proposals with the Leader and the Deputy Leader, who have indicated their support in principle subject to this consultation.

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.

Carolyn Downs
Chief Executive

1. Proposed Timescales for Comments

- 1.1 The official formal consultation period with staff will start on 23 November 2015 and will end on 9 December 2015.
- 1.2 Affected staff and their representatives are invited to comment within the consultation period. These should be emailed to carolyn.downs@brent.gov.uk by 9 December 2015.
- 1.3 All affected staff will be consulted up to and including Heads of Service.
- 1.4 There will be opportunities for staff to have individual or group consultation meetings with me during the consultation period. These meetings will be scheduled to take place between 24 November 2015 and 3 December 2015. Please email meena.patel@brent.gov.uk to request a meeting and she will book an appointment on my behalf. Staff may be accompanied by a work colleague or trade union representative to these meetings.
- 1.5 Where it is appropriate, specific responses or feedback may be provided prior to the conclusion of consultation. In all other cases it will be provided at the end.

2. Summary and Overall Principles

- 2.1 These proposals seek to align services within departments so that they are better able to respond to the demands of our residents and ultimately improve the quality of services we provide. Some of the guiding principles of the new structure include:
 - maintain our commitment to frontline services, ensuring that delivery is to a high standard.
 - ensuring that it is fit for purpose and reflects both our priorities and the shape of the organisation required today; but more importantly, that it equips the organisation for future demands.
 - to ensure it offers increased opportunities, succession planning and career development.
 - facilitates innovation and provides a platform for further changes and development - including shared services, increased scope for generating income and greater partnership working.
 - strengthens strategic resource planning and our ability to deliver change effectively.
- 2.2 Whilst the Council is ahead in its budget planning for 2016/17, the budget situation will remain extremely challenging right through to 2019/20. While the Council has managed its budgets and the required reductions well to date, there is still a requirement for further reduction in of our revenue budgets by up to £50m by 2020. In order to achieve this the Council will need to strengthen its strategic capacity to manage our resource allocation to our priorities and consider the set of senior management skills required to meet the challenges ahead.

- 2.3** The proposed structure retains 4 Strategic Director posts, these being Resources, Community Well-being & Housing, Children & Young People and Regeneration & Environment. The overarching proposed structure is attached at **Appendix 1**. This shows the transfer of the Operational Director Strategic Commissioning to report directly to the Chief Executive and sit on the Corporate Management Team. The restructure will have implications for the positioning within Departments of Operational Directors and Heads of Services but very few posts will be impacted other than through a “lift and shift”. Children & Young People Department is currently undergoing a restructure and is exempt from this consultation.

3. Budgets/Savings

- 3.1** The costs/savings are largely neutral as the proposals delete 2 Operational Director posts and create 2 new ones, as well as deleting 1 Head of Service post and creating another one.

4 Details of proposed changes

4.1 The Chief Executive’s Department

Headed by the Chief Executive, this department will take responsibility for corporate planning, performance, strategic commissioning and communications and Executive Member Services. This will enable the Chief Executive to fully drive and lead the corporate strategy and performance of the Council and the communication of these both internally and externally. The Operational Director Strategic Commissioning will be re-titled Director of Performance, Policy & Partnerships and will take responsibility for the following services: Chief Executive Office support, Communications, Commissioning, Information Governance, Complaints and Executive and Member Services. The post holder will sit as a full member of the Council Management Team and will be the Council’s Chief Information Officer. The proposed structure is included in Appendix 1.

4.2 The Resources Department

This new Department will be led by a Strategic Director and will bring together all the Corporate Services in the Council into one place. It will comprise the following areas of responsibility: Finance, Legal, HR, Digital Services (excluding Information Governance) Customer Services, Facilities Management, Property, and Commercial Services.

The Strategic Director, Resources will be able to provide an overview of the Council’s resource and asset base, these being money, people, property and information technology and manage these to ensure that the priorities of the Council are appropriately resourced. Within this grouping it is proposed that the Financial Services Centre transfer to the Customer Services Centre at a later date in the future.

This will mean that the Chief Finance Officer has a remit which is accountancy based and that transactional finance such as payment services is located with other similarly transactional services like revenues and benefits. This will also result in the deletion of the post of Operational Director, Finance. It is also proposed that Registration and Nationality moves into this department. The Chief Finance Officer will remain the s151 Officer for the Council. An additional post of Head of Commercial Services is to be created which will drive income generation, sponsorship and the marketing of Brent Council Services. This will be a Service Head appointment. The proposed structure is attached at Appendix 2.

4.3 Regeneration, Growth and Environmental Services Department

The Strategic Director of Regeneration and Growth has recently consulted on proposals which seek to reduce the number of operational directors within the department from three to two. The proposals in this report affect the original structure that was proposed by the Strategic Director of Regeneration and Growth. The areas affected will be the Housing Partnerships, Housing Needs, and Facilities Management teams.

4.4 It is proposed that the Housing Needs and Housing Partnerships Services move to the Department of Community Wellbeing and Housing due to the close correlation between the demand for both services. Private Housing will remain in this department but will move to Regulatory Services. A review of the Heads of Service roles in the new Regulatory Services will be undertaken by the Operational Director, Regeneration by the end of March 2016, to determine the appropriate structure for that service. It is also anticipated that the review will include a broader service review of planning and regulatory services. Additionally, Property and Facilities Management services will move into the Resources Department.

4.5 The proposal for this Department will now bring together all regeneration, environmental infrastructure services, public realm and regulatory services. Employment and skills will remain an integral part of the Department. This will bring the services together that ensure the delivery of the Council's priority 'A Better Place'. There will be two Operational Directors, one covering Planning, Regulatory Services and Regeneration. The other Operational Director will cover Employment and Skills, Transport, Public Realm, Community Safety and Parking. Both these posts are direct assimilations. The existing Operational Director post – Property and Projects is deleted as part of this proposal and as previously consulted upon. It is expected that the permanent Strategic Director will consider the balance of services between the two Operational Directors when appointed in the new year. The proposed structure is attached at Appendix 3.

4.6 Community Wellbeing Department

There are significant synergies between Adult Social Care, Housing, Public health and cultural services, and therefore advantages to bringing them together. The combination of these services will contribute to improving health and well-being outcomes for our residents. This will enable the Council to better target resources towards support for vulnerable people. The proposed outcome based review on housing for vulnerable people will set the direction for the integration of housing and social care.

4.7 Additionally, joining Public Health, Leisure and Culture, Housing and Adult Social Care Services will ensure that community well-being takes a more prominent role across the Council. Once the structure is in place then the Strategic Director and the Director of Public Health will seek to bring together all appropriate public health functions from across the Council and ensure that public health features in all the work the Council undertakes. There will be three Operational Directors covering the briefs of Adult Social Care; Housing, Leisure & Cultural Services and Public Health which results in one new post of Operational Director. The proposed structure is attached at Appendix 4.

4.8 Deputies

The current structure does not include an official deputy Chief Executive. In the Chief Executive's absence a Strategic Director will deputise in line with a 6-monthly rota that will be in operation.

4.9 The section 151 officer, Monitoring Officer, Director of Public Health and HR Director will have a dotted line reporting arrangement into the Chief Executive.

- 4.10 Table 1 below shows the proposed new Department and Services (excluding CYP which does not form part of this consultation)

| Proposed New Areas of Responsibility | | | |
|---|------------------------------------|--|--|
| Chief Executive's | Resources | Regeneration and Environment | Adult Social Care and Housing |
| Strategic Commissioning | Finance | Planning | Direct Services and Client Affairs |
| Communications Unit | HR | Regeneration | Commissioning and Quality |
| Executive and Member Services | Digital Services | Capital Programme Management | Reablement and Safeguarding |
| Information Governance | Legal | Regulatory Services including Private Housing Services (excluding Disabled Families Grant) (DFG) | Mental Health |
| Chief Executive Support | Customer Services | Community Safety and Public Protection | Support Planning and Review |
| Procurement | Registration and Nationality | Transportation | Housing Needs |
| Performance and Partnerships | Facilities and Commercial Services | Public Realm | Housing Partnerships (including Disabled Facilities Grant) (DFG) |
| | Property | Parking and Lighting | Cultural Services |
| | | Employment and Skills | Public Health |

5 Proposed Staffing

5.1 Impact on Posts

It is proposed that the following posts be deleted:-

| Post Title |
|--|
| Chief Operating Officer |
| Operational Director Finance |
| Operational Director Property & Projects |
| Head of Customer Services |

5.2 It is proposed that the following new posts be created:-

| Post Title |
|---|
| Strategic Director Resources |
| Head of Commercial Services |
| Operational Director Adults Social Care |
| Operational Director Customer Services |

5.3 It is proposed that the following posts are re-named

| Old Post Title | New Title |
|--|--|
| Strategic Director Adult Social Care | Strategic Director Community Well-being |
| Operational Director Strategic Commissioning | Director of Policy Partnerships and Performance |
| Strategic Director Regeneration & Growth | Strategic Director Regeneration & Environment |
| Operational Director Community Services | Operational Director Environmental & Employment Services |
| Operational Director Planning, Property & Regeneration | Operational Director, Regeneration |

6 Selection Criteria

6.1 Job Matching

The job matching has been undertaken in accordance with the Managing Change process.

6.2 It should be noted that there are some vacant posts within the new structure, which provide redeployment opportunities. All vacant posts will be advertised internally in the first instance.

| Existing JDs | New JDs | Matching Outcome |
|---|--|------------------|
| Chief Operating Officer (Hay 2) | Strategic Director of Resources (Hay 2) | Fixed Term appt |
| Strategic Director Adult Social Care (Hay 2) | Strategic Director Community Well being (Hay 2) Housing & Public | Full Match |
| Operational Director Community Services. (Hay 3a) | Operational Director Environmental and Employment Services (Hay 3a) | Full Match |
| Operational Director Strategic Commissioning (Hay 3a) | Director of Policy Partnerships and Performance (Hay 3a) Member Services | Full Match |
| Operational Director Housing & Employment (Hay 3) | Operational Director of Housing and Culture (Hay 3) | Full Match |
| Director of Customer Services Service Head | Operational Director Customer Services(Hay 3) | At Risk No Match |

6.3 Where there are vacancies due to new posts interim arrangements will be put in place to ensure continuity of services. Adverts for the vacant Strategic Director posts and the Operational Director, Adult Social Care will go out externally as soon as possible

6.4 The Trade Unions (GMB & Unison) have been notified of the proposed restructure and are being formally consulted as part of this process

6.5 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

7 Timetable for Achieving Restructure

| Activity | Date |
|---|------------------------------------|
| Briefing meeting with the trade union representatives | 19 November 2015 |
| <p>Formal Consultation begins.</p> <p>All affected staff receive the consultation document including draft job descriptions and person specifications and proposals for matching staff to new roles on the basis of assimilation, competitive assimilation and ring fenced interviews</p> | 23 November 2015 – 9 December 2015 |
| <p>Individual consultation meetings offered</p> <p>Written feedback should be sent to carolyn.downs@brent.gov.uk and cc'd to mildred.phillips@brent.gov.uk</p> | 24 November 2015 – 9 December 2015 |
| Consultation ends | 9 December 2015 |
| | |
| Consider feedback and draft outcome consultation report including notification of Voluntary Redundancy decisions | 10 December 2015 |
| Final outcome report issued | 14 December 2015 |
| Assessment and selection process begins | 15 December 2015 |
| General Purpose Committee | 16 December 2015 |
| <p>Termination notices will be issued as appropriate</p> <p>*The proposals mean that some staff will have neither assimilation nor ring-fence rights and will therefore become redeployees immediately following consultation</p> | From 15 December 2015* |
| Search for redeployment for staff who have been unsuccessful obtaining a post in the new structure | From 15 December 2015. |
| Implementation Date | 04 January 2015 |

Carolyn Downs
Chief Executive

Supporting staff through change

Workshops and Courses

If you would like to book a place on relevant workshops or courses please register on Oracle the council's HR and Payroll System, call 020 8937 3912 or email hrservices@brent.gov.uk.

Brent Learning Hub – E-Learning

A number of e-learning modules (listed below) are available on the Brent Learning Hub accessed through the intranet at your convenience. If you require assistance please contact the Corporate Learning and Development Team on 020 8937 3912 or email hrservices@brent.gov.uk.

- **Self Development & Career Management** - these more general modules show how to develop and implement a career plan for the longer term. They provide a structured approach to assessing your own development needs, developing a plan and appraising your progress.
- **Impact of change for Employees** - completing this module will help you to consider the impact of change. It will also help you to understand the need for change and how to cope with it.
- **Impact of change for Managers** - completing this module will help you to consider the impact of change for you and your team. It will also enable you to prepare your team members for change and support them through the change process.

The modules below are aimed at those who may be facing redundancy or a change of jobs as a result of organisational change:

- **Reviewing career options** - this module is aimed at those at risk of, or considering choosing redundancy. It will help you take stock of where you are in your career, and analyse your skills and personal attributes. The module also focuses on how training can help you prove and improve your skills and appreciate other possibilities like self-employment, volunteering, further education or career break travel.
- **Searching for Jobs** - in this module we offer key points that will enable you to use formal and informal sources of new job information, recognise the positives and negatives of self-employment and appreciate the possibilities of volunteering.
- **Applying for Jobs** - this module is on applying for jobs. It offers tips on preparing a good CV, completing paper and on-line application forms and responding to advertisements by letter and on-line.
- **Writing a CV** - this module offers valuable insight into putting together a quality CV. What to include, the problems you may face and the importance of tailoring for each specific job.
- **Preparing for Interviews** - this module offers insight into conducting a successful interview. It outlines the different types of interview and the questioning techniques commonly met with. The module also highlights the importance of effective preparation and the steps to take should you not be successful at interview.



lifestylesupport - Your Employee Assistance Programme (EAP)

Get a helping hand with life's challenges

Balancing the demands of both work and personal life can be a challenge. From time to time, everyone has issues and concerns that impact upon our general well-being. To help you more effectively manage your work-life balance, you have access to a solution called an Employee Assistance Programme (EAP).

The EAP is available to provide you and your loved ones with both practical information and emotional support for any issue you may be facing. Although there is no exhaustive list, some examples include:

Work-Life Balance Practical Support:

- Financial/Debt issues
- Legal matters
- Consumer issues
- Child care
- Elder/Disability care
- Daily-Living Support: through the EAP, we can even help locate a suitable pet sitter, plumber, drycleaner, or any other provider you are looking for.

Emotional Wellbeing Support:

- Relationship problems (personal and at work)
- Pressure/Stress
- Anxiety/Depression
- Work overload
- Bullying
- Bereavement

Online Tools and Resources:

- Library of work-life balance and wellbeing content
- Interactive tools
- 24/7 Live Instant Messaging with EAP professionals

The key benefits of the lifestyle action EAP service include:

- Available 24 hours a day, 7 days a week, 365 days a year. At any time of the day or night, at weekends and over bank holidays, you will be able to speak with one of the EAP professionals.
 - Free Phone
 - Online Instant Messaging
 - SMS Text Messaging
 - Email
- Completely free of charge.
- Unlimited support - you can use it as often as you need to.
- Confidential. No personal, identifying information will be disclosed to your employer
- Independent, impartial source of support.

Get a helping hand to deal with life's challenges.

Remember, all you need to do is call the Helpline anytime on **0800 116 4368**

Like to find out more? Visit: www.mybrentrewards.co.uk

Or visit www.lifestyle-support.co.uk and enter **Username:** brent **Password:** employee

Current Structure











