



Senior Management Restructure

FINAL POSITION FOLLOWING CONSULTATION

December 2015

1. PURPOSE

- 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 I have also discussed my proposals with the Leader and the Deputy Leader, who have indicated their support in principle subject to this consultation.
- 1.6 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.
- 1.7 Formal consultation with staff and trade unions was undertaken for a fifteen day period started on the 27th November and finished on 9th December 2015. This is considered a reasonable time for a consultation process of this nature and mirrors the timescale for other consultations at this level. Feedback on the proposals has been received from staff affected. This report sets out:
 - the conclusions from the formal consultation;
 - the final structure for the Council, including job descriptions;
 - next stages.

2 CONSULTATION

- 2.1 Formal consultation with all Strategic Directors, Operational Directors and Heads of service commenced on the 27th November, 2015. All staff affected were offered the opportunity to have one to one consultation meetings with the Chief Executive.
- 2.2 Some alternative suggestions were put forward in response to the proposals which have resulted in some changes to the final structure job descriptions. The details of these have been set out in the body of this report.
- 2.3 The final response along with any agreed changes are outlined below. All individuals who have provided feedback have been responded to individually or had a direct conversation with the Chief Executive.
- 2.4 There were no major areas of concern; however amendments to the original proposals have been made as a result of some of the comments received.
- 2.5 There were also a number of specific responses relating to other services outside this consultation. These are summarised below, alongside the changes to the proposals resulting from the consultation.
- 2.6 The overall restructuring proposals (structure charts at Appendix 1-4), including final job descriptions are now confirmed (at Appendix 5).

3 CHANGES RESULTING FROM CONSULTATION

Resources

- 3.1 There were no changes to the proposals outlined in this department, other than minor changes to job descriptions.

Chief Operating Officer's Department

- 3.2 The rationale for splitting the COO department was welcomed by many.

Regeneration and Environment

- 3.3 A number of suggestions were received in relation to the Employment and Skills service. It was felt that the service was better located within Regeneration rather than Environment.
- 3.4 Similarly, it was suggested that Regulatory Services should be located with Environment rather than Regeneration.
- 3.5 The suggestions in respect of Employment and Skills and Regulatory Services are logical. However a review of regulatory services in its wider sense is currently underway and I believe it would be best to wait until this is concluded by the existing relevant Operational Director before making any changes. I have therefore asked the Operational Directors in Regeneration and Environment to include these considerations in their wider review of services within the department.

- 3.6 Another suggestion was that the responsibility for the carbon project team should remain with Environmental Services rather than transferring the service with Culture to Community Wellbeing. This suggestion has been accepted and will now form part of the Public Realm Service.
- 3.7 In the original proposals, the Disabled Facilities Grants Team were split from the rest of Private Sector Housing, and was to transfer to Community Well being whilst the other teams within Private Sector Housing remain within this department within Regulatory Services. A strong argument was put forward by numerous colleagues for keeping the teams within Private Sector Housing together in Community Well being. As a result, the original proposals have now been amended and the Private Sector Housing will no longer be part of this department but will move to Community Wellbeing, with the rest of Housing Services. However, I have asked the relevant Operational Director to consider the enforcement side of Private Sector Housing within the review of all regulatory services.
- 3.8 There was a suggestion that consideration should even be given to bringing Noise, ASB and Waste Enforcement teams together under a single strand to create a team capable of utilising enforcement powers and flexing resource in response to emerging issues. This too will be considered as part of the wider review of this department.
- 3.9 Another comment was that there would be mileage in splitting Noise from Regulatory Services and moving it to the Environmental team. The current response to Noise nuisance is disjointed and residents do not necessarily understand the difference between statutory and non-statutory noise, and therefore find themselves bounced from department to department seeking resolution to their issues. Noise have a range of tools and powers which, when added to the ASB tools and powers, could form a formidable arsenal against those who cause the most disruption in our community. Joining these services up more closely in the same service area (or even the same team) would make our nuisance enforcement much more joined up – we would be able to work much closer together to solve neighbourhood problems. This suggestion will also be considered as part of the review of Regeneration and Environment.

Community Well being

- 3.10 It was suggested that the Culture Service would benefit from co-location with Regeneration and Environment. This suggestion has been considered and has not been accepted.
- 3.11 As stated in 3.7 above the Private Sector Housing Team will now be located as a whole unit, within this department, including the Disabled Facilities Grants Team
- 3.12 Additionally the Carbon Project Team will no longer be part of this department as highlighted in 3.6 above.

4 Other Comments

- 4.1 The CYP department works quite closely with the Prevent team when there are appropriate cases and this involves social care, early help and colleagues in schools, depending on the type of case. There is also of course the work with

supplementary schools. This is in addition to external partners. Equally there are Prevent cases that are dealt with directly by the community safety team and which the department is not involved with. A question was put forward as to whether these aspects of community safety work could come under the CYPS Department. I have discounted this suggestion.

- 4.2 Likewise there was a suggestion that the close link between Community Safety and the YOS might be strengthened if the YOS were transferred to CYOPS. Clearly there are strengths and weaknesses related to these community services but I would prefer to keep Community Services together as a whole unit rather than split it up around the Council.
- 4.3 Councilors have raised the issue of the location of the post of Head of Commercial services and questioned whether it should be in the Chief Executive's Department. Once the strategic Director resources has been appointed then I undertake to consider its location.

5 Next Steps

- 5.1 The consultation document included a summary of the proposed approach to implementation of the changes, in line with the Council's Managing Change Policy, as well as a timetable for implementation.
- 5.2 Prior to the consultation period a detailed job matching exercise was carried out, which identified whether individuals were matched on the basis of assimilation, competitive assimilation, ring-fenced interview or a match could not be made.
- 5.3 Staff subject to redundancy will be informed of their last date of service.
- 5.4 The new posts of:
- Strategic Director of Resources ;
 - Operational Director of Adult Social Care,

will be advertised externally in January 2016, in line with Council Policy.

- 5.5 The post of Operational Director Customer Services will be advertised internally in January 2016.
- 5.6 Additionally the post of Strategic Director Regeneration and Environment will be advertised externally in January 2016.
- 5.7 Next steps will include:
- Reporting to the General Purposes Committee in December 2016
 - implementing the new structure;
 - identifying staff, budgets and systems relating to these functions, which will need to change and/or transfer; and
 - communicating the arrangements to departments.
- 5.8 The new structure will be effective from 4th January, 2016.

6 OTHER CONSIDERATIONS – Interim Arrangements

- 6.1 The following interim arrangements will be put in place pending permanent appointments.
- Lorraine Langham will be seconded to Regeneration & Environment as Interim Strategic Director.
 - An Interim Strategic Director of Resources will be appointed in January 2016.

7 EQUALITY IMPACT ASSESSMENT

- 7.1 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 Further Information

- 8.1 In the event of any further queries please seek advice from Carolyn Downs

Current Structure









