

Achieving Change

Senior management restructure - Tiers 1 to 3

Phase 1

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 Communities and Place and Corporate Resources Phase 1**

1 What is this document trying to achieve?

This is the updated Achieving Change document on Phase 1 of the senior management restructure proposal. We had confirmed previously that the Achieving Change document would be subject to revision and update as the consultation with you progressed. The document sets out the summary of the feedback we have received on Phase 1 of the proposals, and what changes are proposed as a result of the feedback. The document also identifies what needs to happen next.

We put on hold some elements of the corporate senior management restructure until we are further down the line with the recruitment of the Chief Executive and Strategic Director of Corporate Resources, so that these key posts can have more influence over the some aspects of the restructure. What we did continue with were the restructure proposals that see the creation of a new Corporate Resources Directorate and the alignment of most of the services from Organisation and Governance and some services from Communities and Place within the new directorate. The proposals also involve the reconfiguration of a number of services within Communities and Place. In addition there was a proposal to establish a Director of Human Resources. This formed Phase 1 of the restructure proposal.

Proposals for Phase 2 will be developed later in 2018 and will be the subject of a separate consultation process.

This document and any future versions will be provided to the Trade Unions for their information. The Council's Consultation, Restructure and Redundancy Policy will continue to be followed.

2 What is the outcome of the consultation process?

The consultation process was extended to 31 January 2018 to take account of the revised Achieving Change document, dated 2 January 2018, which was issued to detail the proposals for Phase 1 of the restructure proposal. The date was also extended to enable the evaluation and grading of a number of proposed roles in the Communities and Place Directorate.

We received over 20 responses during the consultation period, some of which were from individual officers, while others were a collective group or team response.

Appendix 1 provides a summary of the comments and suggestions received in relation to the Phase 1 proposal, which was the subject of formal consultation. In addition, Appendix 1 details the outcomes as a result of the feedback from the formal consultation process. Appendix 2 details the proposed structure chart following consultation.

In summary the proposed outcomes, subject to agreement by Personnel Committee, are as follows:

Communities and Place

- Delete the posts of Director of Communities, Environment and Regulatory Services, and also Director of Strategic Partnerships, Planning and Transportation and Streetpride
- Establish the post of Director of Public Protection and Streetpride with five HOS posts reporting to it as detailed in the proposed structure chart at Appendix 2
- Establish the post of Director of Planning and Transportation with three HOS posts reporting to it as detailed in the proposed structure chart at Appendix 2
- Director of City Development and Growth will have three HOS reporting to the post as detailed in the proposed structure chart at Appendix 2
- Head of Strategic Asset Management and Estates and also the Head of Property Design and Maintenance will report to the Director of Property post which will be established in the Corporate Services Directorate – see below
- Establish a new Head of Parks and Healthy Living role, together with a Head of Culture, Events and Tourism and also a Head of Leisure and Business Development, which will report to the Director of Leisure, Culture and Tourism
- Head of Libraries role will be deleted
- Convert the temporary Director of Communities and Place post into a permanent post

Corporate Services Directorate

- Align the services currently in Organisation and Governance Directorate to the newly established Corporate Services Directorate
- Current Organisation and Governance structures will predominantly “lift and shift” into Corporate Services, pending the development of structure proposals for consultation in Phase 2; as part of the interim senior management proposals to cover for the vacancy in the Chief Executive’s role, it is planned that some services, including Delivering Differently services will be managed by the Director of Communities and Place.
- Establish a permanent post of Director of Human Resources and Organisational Development
- Establish a temporary post of Director of Property – temporary for one year
The Head of Strategic Asset Management and Estates, Head of Property Design and Maintenance and Head of Facilities Management will report to this post

3 What is going to happen and when?

Having considered the feedback from the formal consultation process, the final version of the proposal for Phase 1 of the restructure has been outlined in this document.

The proposed structure is subject to consideration and agreement by the Personnel Committee, and a report detailing the proposal will be presented to the Personnel Committee on 15 February 2018.

Subject to agreement of the Personnel Committee, the slotting and matching process will need to take place. A timeline of next steps will be published if the Personnel Committee approves the proposed structure, and we will communicate the decision of the Personnel Committee as soon as possible after the meeting.