

## **Corporate Senior Management Review**

### **Summary of Consultation Responses**

**6 February 2018**

#### **Introduction**

Thank you for all the comments and suggestions on the proposed senior management restructure. We received over 20 responses during the consultation period, which ran from 12 December 2017 to 31 January 2018. Some responses were from individual officers, while others were a collective group or team response.

The focus of this document is to identify and respond to comments received regarding Phase 1, which relate to restructure proposals affecting services within the Communities and Place Directorate and the proposed establishment of a Director of HR.

This document provides a summary of the comments and suggestions received in relation to the Phase 1 proposal, which was the subject of formal consultation. The comments and suggestions are structured around the proposed departments/service areas. This approach will help keep the information anonymous but has also enabled us to review and consider all the comments collectively and carefully.

However, although Phase 2 will not be consulted on until later in 2018, comments received during this consultation period have been captured. Once we have appointed a new Chief Executive and Strategic Director for Corporate Resources we will carry out full consultation on Phase 2 of the restructure. Comments shared as part of this recent consultation process on services affected by Phase 2 will also be considered as part of this later consultation. This will be helpful information for the incoming Chief Executive and new Strategic Director in considering how they want to progress.

Comments made by an individual which relate only to their own circumstances have not been detailed in this document, but have been considered. A number of Voluntary Redundancy requests have been put forward, and these will be discussed with those individuals.

#### **Responses to Phase 1 Proposals**

The majority of comments relating to Phase 1 of the restructure are fully supported. A summary of the comments and the outcome response is detailed below.

#### **Leisure, Culture and Tourism Department**

Responses received show strong support to the proposed changes within the Leisure, Culture and Tourism Department and recognition of the benefits these

changes will deliver. It is felt that this new structure will give a good balance for focus on different elements of the department as well as balancing the knowledge and skills. There is a strong cultural, commercial and community representation through the proposed roles and it will allow the service to more effectively realise priority outcomes.

Support regarding the proposal to bring together Leisure and Business Development functions to enable greater focus on key projects and income opportunities.

Recognition that with a different approach to delivering library services, a Head of Service cannot be justified and the deletion of this post will support budget savings that need to be delivered by the service. To provide some certainty, could the proposed temporary management arrangements for the library service, under the Head of Culture, Events and Tourism, not be made permanent, accepting the service is subject to a review.

The proposed Head of Parks and Healthy Living role is also supported. It will help facilitate joined-up working between Parks, Outdoor Sports, Livewell and Physical Activity to achieve improved health outcomes for the city.

The best fit for catering services has been raised with a suggestion that it would be more suitably placed with Parks as both services are more commercially aware, understand the wide range of events and activities and could streamline processes and increase activities, sales and income.

A lack of a rationale for the new structure and changes to Heads of Service roles and responsibilities within the Department was raised which makes understanding the proposals and commenting on them constructively difficult.

**Outcome:** The responses received have been very helpful, however with the ongoing options appraisal work in this area it is proposed to progress with the structure for Leisure, Culture and Tourism outlined in the draft structure chart issued with the Achieving Change document dated 3 January 2018 v2, with a view to considering the other comments as the options appraisal progresses.

## **Public Protection and Streetpride Department**

Some responses raised concerns about the proposed merger of Streetpride with aspects of the existing Communities, Environment and Regulatory Services Department. The views were expressed that the services delivered by Streetpride are unique and different to other areas of Communities and Place, and so require a dedicated Director. The Heads of Service in Streetpride have a different role to many other HoS posts. It was felt that a Director dedicated to Streetpride would help ensure a strategic overview of the service is taken and HoS supported to not only manage the complex business but also to develop and change the service to respond to external pressures. The Streetpride Service can feel isolated which would be mitigated by having a Service Director with time to work with the services and drive them forward.

Opportunities to develop an improved relationship between grounds maintenance and parks services were also raised, which will be explored.

**Outcome:** We understand the comments and recognise that there have been a lot of changes in these areas over the years. Many of the changes have reduced the number of services being delivered both in the Communities, Environment and Regulatory Services department, and in the Streetpride operations area; and these two areas do have synergy particularly with regard to the delivery of the Neighbourhood Charter. As a result it is considered at the current time the proposals as set out do still have value. However, we are committed to keep the situation under review and also to consider the arrangements as part of the work to explore the best delivery model for Streetpride Services moving forward. It is proposed therefore that we implement the structure outlined in the draft structure chart issued with the Achieving Change document dated 3 January 2018 v2, but with a commitment to keep the new arrangements under review.

### **Planning and Transportation (including Assets and Engineering) Department**

The proposal to bring the Planning, Transport and Highways/ Engineering services together under a single director role has been supported.

Nationally, there is a move to have a consistent approach to call the most senior planning officer in all Councils the Chief Planning Officer. This will be taken into account in finalising the proposals.

**Outcome:** It is proposed therefore that we implement the structure outlined in the draft structure chart issued with the Achieving Change document dated 3 January 2018 v2.

### **Property Services Department**

Several comments were received regarding the proposal to establish a Property Services Department, under the leadership of a Director of Property Services. A number of comments were supportive of the approach in order to bring strategic focus, whilst several comments were also received suggesting that the establishment of a temporary role would allow time to consider longer term options.

**Outcome:** It is proposed to establish the post of Director of Property Services, temporary for one year, and implement the structure outlined in the draft structure chart issued with the Achieving Change document dated 3 January 2018 v2.

### **Temporary Director of Communities and Place**

This post was established and recruited to through the Chief Officer recruitment process in 2017. The post was initially established for one year, to deliver the achievement of corporate objectives in major projects and initiatives. The additional senior capacity brought by this post to major projects at a critical time for the Council needs to be sustained.

**Outcome:** In a short time this post has proved to be very effective in providing additional senior capacity to progress with key initiatives and at this time of significant change it is proposed to establish the post of Director of Communities and Place as a permanent post.

### Director of Human Resources

Phase 1 of the restructure focuses on the establishment of a Director of HR, with Phase 2 being the opportunity to determine the relevant structure within the department. All comments received regarding the Director role recognised the need for, and were in full support of, the establishment of this post within the proposed new structure. It was felt this would help bring enhanced professional capacity and drive to key issues at an important time for the Council. It was however felt that there needed to be real clarity about the focus of this role.

Work will be undertaken as part of Phase 2 to consider and propose the structure of the services within the HR Department, and the feedback to date will be considered during the development of proposals for Phase 2.

**Outcome:** Phase 1 of the restructure focuses on the establishment of a Director of HR, which has been fully endorsed during the consultation. The suggestion to add OD to the job title has been taken on board. It is proposed therefore that we will establish and recruit to the post of Director of Human Resources and Organisational Development. It is currently proposed that the Innovations and Transformation team is not included within the Director of HR and OD post, and this will remain reporting to the Director of Communities and Place, until further progress is made on the Phase 2 restructure.

### General Responses

For your information, the following provides a brief summary of more general comments received as part of the consultation:

- Pursuing Phase 1 within the Communities and Place directorate is positive and should be helpful to the stability of the organisation, for individuals directly affected as well as for their service teams as there are significant interim arrangement in place
- A two phased approach on the restructure is supported. Important that the incoming Chief Executive and Strategic Director of Corporate Resources are able to review the proposals and have an input
- The recruitment of a Strategic Director of Corporate Resources has been fully supported with respondees citing many advantages and benefits
- To work on the Corporate Improvement Plan priorities and invest resource and processes on compliance, we need the senior management to feel the appropriate structure and identifiable accountabilities are in place
- Proposals to increase capacity at the most senior levels have been welcomed and strongly supported
- Deferring proposals that affect the current Organisation and Governance services pending the appointment of the Strategic Director have also been strongly supported

- Although the restructure is focusing on Organisation and Governance and Communities and Place services, the Council needs to be mindful not to miss opportunities within Peoples Services Directorate
- The proposed restructure does not provide additional capacity in some priority areas, where the LGA team identified deficiencies such as Finance, Organisational Development and Communications
- More understanding of changes below HoS level and which services will be subject to review or re-design is required. Single person dependency and lack of efficient processes in some services have contributed towards some of the capacity, staff morale and resulting governance issues. We need to get beneath the surface of our 'resilience' issues to fully address the issues
- Need to build longer term resilience and future proof vital services. Succession planning and reward and recognition are key issues that we have recognised as a gap
- Opportunity to have a comprehensive review of structure and functions based on organisational design principles
- Significant transformational work needs to be done over the next two to three years and resource and effort needs to be concentrated on that.

## Phase 2 Responses

A number of comments were received on the draft proposals detailed in Version 1 of the Achieving Change document issued on 12 December. This version of the Achieving Change document was superseded by Version 2 dated 3 January 2018, and consultation on Phase 2 will not begin until later in 2018. However all the comments have been noted, and will be considered as part of the later consultation process. The information will be helpful for the incoming Chief Executive and new Strategic Director of Corporate Resources in considering how they want to progress.