

SUMMONS TO ATTEND AN EXTRAORDINARY MEETING OF
THE NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

Time/Date 6.30 pm on TUESDAY, 23 JANUARY 2018
Location Council Chamber, Council Offices, Coalville
Officer to contact Democratic Services (01530 454512)



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Chief Executive

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

AGENDA

Item	Pages
PRAYERS	
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Members are reminded that any declaration of interest should be made having regard to the code of conduct. In particular, members must make clear the nature of the interest and whether it is 'pecuniary' or 'non pecuniary'.	
3. CORPORATE LEADERSHIP TEAM RESTRUCTURE	
Report of the Chief Executive Presented by the Leader	3 - 34



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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

COUNCIL – 23 JANUARY 2018

Title of report	CORPORATE LEADERSHIP TEAM RESTRUCTURE
Contacts	<p>Councillor Richard Blunt Leader of the Council 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Councillor Nicholas Rushton Portfolio Holder – Corporate 01530 454059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Chief Executive, Bev Smith 01530 454500 bev.smith@nwleicestershire.gov.uk</p>
Purpose of report	To propose changes to the Senior Management structure of the Council to ensure the Council has the right staffing resource to deliver the Council's priorities and objectives
Council priorities	<p>Value for money</p> <p>Business and Jobs</p> <p>Homes and Communities</p> <p>Green Footprints challenge</p>
Implications:	The financial details are contained within the report. The proposals will lead to an overall saving on the current staff establishment costs at Senior Management level.
Financial/Staff	These proposals will lead to savings overall in the salaries budget. There are staffing implications which are detailed in the report.
Link to relevant CAT	None.
Risk Management	Has been completed – available in the office of the Chief Executive
Equalities Impact Screening	Has been completed and is available in the Chief Executive's Office as confidential document.
Human Rights	None identified in the substance of the report
Transformational Government	This review is a fundamental part of service transformation, and ensuring the Council operates efficiently
Comments of Head of Paid Service	As author of the report, the Head of Service has no further comments.

Comments of external Section 151 Officer	Since the Deputy Section 151 Officer's role is affected by the restructure described, an external Section 151 Officer has reviewed this report.
Comments of Deputy Monitoring Officer	Since the Monitoring Officer's role is affected by the restructure described, the Deputy Monitoring Officer has reviewed this report. The Deputy Monitoring Officer is satisfied that there are no legal or governance issues arising from what is proposed in this report.
Consultees	All of the senior Management Team affected by the proposals. The Council's recognised Trade Unions and all staff.
Background papers	Personal files of employees (confidential) Job descriptions Consultation responses Compatibility assessments Equality Impact Assessment
Recommendations	<ol style="list-style-type: none"> 1. THAT COUNCIL NOTE THE OBJECTIVES OF THE CORPORATE LEADERSHIP TEAM REVIEW. 2. THAT COUNCIL APPROVES THE REVISED SENIOR MANAGEMENT STRUCTURE AS SET OUT IN APPENDIX 1. 3. THAT COUNCIL DELEGATES TO THE APPOINTMENTS COMMITTEE THE AUTHORITY TO APPROVE THE ASSIMILATION OF: <ol style="list-style-type: none"> A. THE FINANCIAL PLANNING TEAM MANAGER (DEPUTY S151) INTO THE CAREER GRADED POST OF HEAD OF FINANCE (S151); B. THE FINANCIAL SERVICES TEAM MANAGER OR THE FINANCIAL PLANNING TEAM MANAGER (DEPUTY S151) INTO THE ROLE OF FINANCE TEAM MANAGER (DEPUTY S151); AND C. THE HUMAN RESOURCES TEAM MANAGER INTO THE CAREER GRADED POST OF HEAD OF HR AND ORGANISATIONAL DEVELOPMENT AS DESCRIBED IN PARAGRAPH 8. 4. THAT THE MONITORING OFFICER BE AUTHORISED TO MAKE ANY CONSEQUENTIAL AMENDMENTS TO THE CONSTITUTION AS A RESULT OF THIS REPORT.

SENIOR MANAGEMENT RESTRUCTURING PROPOSALS

1.0 Purpose of the Report

1.1 This report outlines proposed changes which will help the Council to develop a more customer focussed, commercial and flexible approach to the delivery of services. The proposals relate to the Corporate Leadership Structure across the organisation and if approved, post implementation, will result in further structural change below Head of Service level to ensure the delivery of the outcomes identified within the report.

1.2 Key drivers for change identified by the new Chief Executive are:

- A co-ordinated focussed approach to defining and delivering a PLACE, where environmental, social and economic factors enhance and build communities.
- A customer focused council built around the needs of customers.
- Need to build an organisation that 'develops, values and transforms', enhancing the coaching culture and further develop the values of the organisation.
- To be a more commercially focused Council, maximising opportunities to provide value for money.
- Managers to be more empowered, removing bureaucracy, whilst ensuring robust performance management and accountability is enhanced.
- An agile more responsive leadership team which encourages a One Council approach where leaders` work across the organisation in addition to their areas of responsibility. This change will come through behaviours and values of the leadership team and the role of the leadership team in developing the One Council culture of the organisation.
- Resilience and capacity within the corporate leadership team.

2.0 Management Restructure Context

2.1 In developing these proposals consideration has been given to the areas of work and large scale projects that need to be delivered up until 2019/2020 and the need to drive significant improvements in customer services. The structure also takes account of the need to be able to respond to changing financial pressures and to strive for self-sufficiency through a robust approach to financial analysis and a commercial approach to managing assets, contracts and identifying opportunities for increasing income. It is anticipated that there would be further changes within the remainder of the organisation as we identify our key priorities.

It has been commonly adopted practice to re-frame the senior leadership roles in Councils so that they focus on strategic and corporate goals as well as operational service delivery. Leadership within the Council does not stop at Director and Chief Executive level as indicated with the terminology. Leaders exist throughout the organisation, not just in the way teams or individuals are led but also in the way that the culture of the organisation is influenced.

Each Strategic Lead would be responsible for a range of business areas but more importantly would lead on a number of key themes that require working across service areas and adopting a one team, one council ethos to ensure effective delivery. This would increase the strategic leadership capacity in the organisation and improve organisational efficiency.

2.3 The overarching aims of the proposed changes are therefore

- i) to provide the leadership capacity to address the Council's overall strategic priorities and drive change
- ii) to empower managers and employees on the frontline to maintain a strong focus on service delivery. "Public services can only be more responsible to the needs of customers if employees on the front line are trusted to innovate and empowered to act with more autonomy. This requires a fundamental culture change from traditional command and control models of leadership to one where leadership is distributed across organisations" *Public sector People Managers Association*. Any change of this nature will have an impact on the way the Council works and will require changes in culture as well as structure.

2.4 A re-design of the way we organise ourselves could begin by taking a more commercial approach to the way that we operate. By freeing up services to operate in a more entrepreneurial way we could encourage efficiency, improved quality, performance and innovation. The proposed organisational structure would have a reduced resource at the Director level but increased resilience within the remaining layers of the organisation. We need to build a stronger framework of accountability and performance management where managers and team leaders are engaged and empowered to contribute to the direction of travel through a refocused, extended leadership team. It is more about the way we work than the structure or reporting lines. A considerable effort will be made to engage and work with team leaders, managers and staff at all levels of the organisation as we grow and enhance the culture of empowerment.

2.5 These changes are based on a vision for the future of the organisation which recognises that:

- The Council needs to be flexible and adaptive to changing resources to ensure we afford as much protection as possible to the delivery of frontline services.
- The role of local government in engaging and working with communities will require robust engagement and communication strategies and an ability to shift and reshape services based on customer demand and expectation.
- By encouraging innovation and enterprise we will have a greater chance of maintaining services, even if they are provided in a different form or to different standards.
- As the Council's priorities change, we will need to develop the flexibility to shift resources, attention and mechanisms of delivery. Our senior management focus needs to be on translating the Council's priorities into action and managing change across the organisation.

2.6 Delivering a structure that can support this vision will mean:

- Through culture change a less hierarchical approach to leadership to enable flexibility, pace and effective communications and engagement with staff.
- A high level of skill in relationship management.
- To further develop the skills and behaviours of leadership team to be excellent strategic thinkers, with outstanding interpersonal and communications skills.
- A commercial approach with a customer first ethos.
- A business model which allows managers of individual services flexibility in the way they manage within a strong framework of financial and performance accountability.
- An organisation which is able to thrive in an environment of continual change ambiguity and complexity.

- Organisational leadership which has the focus and skills to translate the Council's corporate objectives into delivery.
 - Organisational leadership that is able to work across the wider public sector.
- 2.7 There are many academic theories which set out the difference between leadership and management and the terminology used within an organisation can be interpreted in many ways. We need to recognise that leadership in a modern organisation is most effective when it is dispersed or distributed, leadership beyond boundaries and beyond spans of authority are more important. Leadership skills will form a major part of the new People Plan which will support staff to develop and grow. The traditional concepts of leadership such as control, charisma, power, financial skills and expertise can be overvalued whereas skills such as collaboration, humility, listening, empathy and integrity are undervalued. For leaders to operate in a diverse collaborative environment these 'undervalued' skills will be the ones that will produce the best results.
- 2.8 Within the organisation whilst at any one time individuals will be both leaders, setting and communicating a vision, building teams, inspiring and motivating others to deliver, they will also manage services, budgets and resources. In recognition of the importance of our role as leaders in effecting change and delivering in a high performing organisation the structural tiers will be:
- Strategic leadership team – Chief Executive and Directors. Working alongside members to set the strategic direction of the organisation. (meeting frequency – weekly)
 - Corporate Leadership team – comprising directors and heads of service – these meetings will be thematic to bring clarity and focus (meeting frequency – fortnightly)
 - Extended leadership team – comprising team managers
 - Aspiring Leadership team – comprising team leaders

The review of decision making and delegation to empower staff will be completed by the end of March 2018 and the Chief Executive will be working with staff across the organisation to define the roles and responsibilities of the collective leadership which will provide clarity on how and where decisions are made.

3.0 Strategic Leadership Team

- 3.1 The primary responsibilities of each Strategic Leader will be to drive performance and change across the organisation, to deliver key corporate objectives, to have oversight and hold to account their internal service areas. These will range from externally facing objectives such as managing growth in the district through to internal objectives such as transforming the capacity of the Council to adopt new technologies. These cross-cutting objectives will change as the Council's overall strategic priorities are set and reviewed by members. The Strategic Leads will operate as a team to deliver the corporate objectives of the Council and support the political and democratic processes.

The roles at Strategic Leader level would each include corporate leadership of a cross-organisational responsibility. These responsibilities would include:

- A. Place** – This role will lead the Council's ambitions in facilitating sustainable growth and investment in the District. It will involve leading engagement with communities and stakeholders, working with partners and developers and coordinating the Council's input across its services and activities to deliver sustainable improvements and investment. The Strategic Lead will have oversight of the Regeneration,

Planning and Building Management, Community Safety, Waste and Recycling and environmental issues, Leisure and Cultural Services and Partnerships. The jointly funded strategic planning partnership post would be monitored by the Strategic Director of Place to ensure we are a leading voice in the wider growth and spatial planning within Leicestershire. The Director role will look to create safe and healthy communities by reducing crime and anti-social behaviour, leading plans to ensure public safety and resilience, improving health and addressing vulnerability across our communities. The post holder will also be responsible for and co-ordinate a range of frontline, operational services that impact directly on our customers. The cross-cutting theme lead role will shape and deliver a clear strategy to maximise the way in which the Council's business activities which impact on local communities can shape and benefit from growth and to respond to the Government's localism agenda developing a 'place-based' approach to the way that public spending decisions are made in North West Leicestershire. The theme lead would also work in partnership to deliver the combined authority and devolution agenda and HS2.

The potential transfer of the leisure services to a different delivery provider will necessitate an assessment of the roles and responsibilities that are needed and will remain within the council to ensure the co-ordinated and consistent delivery of sports development, client contractor management and impact on our health inequalities and wellbeing agenda.

This team will take on a wider role across the Council and County ensuring that we continue build and develop our strategies in Community Health and Prevention, working in partnership with our colleagues within health and the County Council. This work will link to the workplace health programme which will be a key responsibility within the people strategy under the Head of HR and Organisational Development.

- B. Housing, Customer Services and Resources** – This role will lead the Council's work to maintain and develop the housing stock and future housing strategy and policy. The Strategic Leader will initially have oversight of the following service areas – Customer Services, IT, Finance, Strategic Housing, Landlord Services, Housing Needs, Corporate Property Services, and Housing Policy and will continue its focus on new build. The cross-cutting theme lead role will develop the Council's customer focus agenda by ensuring that our activities are sensitive and responsive to local community needs and that local communities, and citizens can engage easily with the Council in shaping and redesigning the provision of local services. This role will lead the Council's provision of efficient and responsive customer services including transforming the quality, speed and accessibility of information and service response, adapting business processes and technologies to improve customer service, and developing the Council's insight into customer demand in order to drive changes to service provision. The development of a one council approach to customer services where the services are delivered with the customer at the heart will be a key priority. In partnership with the Chief Executive and the Strategic Director Place will ensure robust long term financial management that supports an innovative, 'risk' managed council.

The Directors and Chief Executives will continue to provide strategic support and guidance to councillors through strategy group meetings with the Leader and Deputy leader, regular meetings with group leaders across the council. The Director of Place will also support the Policy Development Group meetings ensuring wider members are engaged fully in the work of the council.

3.2 **Deputy Chief Executive**

It is proposed to incorporate the role of deputy chief executive within the strategic directors' responsibilities to ensure resilience. They will conduct this role on a rota basis in the absence of the chief executive.

3.3 **Communications**

The role of communications within the organisation is crucial both internally in terms of culture change and developing and growing our staff, and externally in terms of shaping our places and managing community engagement and consultation.

The proposal is for the Communications team leader post to be re-evaluated recognising the corporate responsibility for this key area. The post would report directly to the chief executive recognising the need for clear strategic direction and engagement across the council. Directors and Heads of Service would also be responsible for engagement and consultation with the communications team on all key projects.

4.0 **Corporate Leadership Team**

4.1 The corporate leadership team as set out in **Appendix A** whilst having responsibility for discrete service areas will also be expected to work across the organisation, embodying the one council ethos. Accountability for specific services could be moved from one portfolio to another from time to time. It is therefore possible that further adjustments will be made to the lines of accountability in the future. The relationships with the service areas will be about strategic leadership and accountability, not about operating as the senior professional or technical leader. Leaders would have collective oversight of the key performance data which would be supported through effective performance management. In line with the transparency agenda, the Council will develop ways to ensure that such performance information is available to members and to the public. Where a service area fails to work within its agreed performance or financial limits, there would be a need to take a more hands-on intervention approach in order to correct under-performance.

4.2 It is anticipated that the organisation structure below the Corporate Leadership team will need to be reviewed in line with the aims and principles set out for this review to ensure the structure is fit for purpose and meets the Council's future needs. Any future changes required will be substantially completed by April 2018.

4.3 Although these proposals deal with structural changes, it is clear that the development of a new way of organising the Council's business will take time to embed. The changes will also mean a change in organisational culture which will take time to evolve.

A key element of the role for the wider corporate leadership team will be in supporting members through ward member engagement and portfolio holder meetings.

5.0 **Customer Services**

5.1 The council must have a stronger customer focus. To achieve this focus officers and Members must look at the delivery of services from the customer's point of view. Services provided must be determined by customer need, tempered by the resources available. The delivery of a service should meet or surpass customer expectation; when this is not possible the customer must be informed of the reasons why and told what other options are available to them.

5.2 Customer service is currently provided in a disparate manner, with customer contact being managed in several areas of the council which leads to inconsistency in delivery, a lack of ownership or defined customer standards. Whilst customer complaints are managed and recorded there is a need to ensure that services learn and change as a result of the feedback from our customers. There is a need to develop and deliver a Customer First strategy which will put customers at the heart of the organisation and ensure that we are able to meet and exceed customer demand and expectations. There will be a need to invest in the technological solutions that will enable the council to provide services When, Where and How the customer needs so the close relationship with the ICT service will be essential. The key objectives of the new focus on our customers are:

- To deliver targeted services that better meet our customers' different needs.
- To improve customer satisfaction.
- To make service delivery more effective and efficient.
- To embed a culture of 'customer first' throughout the Council.
- To provide electronic access to services for customers 24/7.
- To make it easier for customers to pay for services.
- To establish a "single view" of each customer.
- To enable our staff to work more flexibly by utilising mobile working.

6.0 HR and Organisational Development

6.1 The drive to transform and drive change in both people and processes will be critical to ensuring we deliver the Vision for our new way of working. It will require a concerted effort to develop an aligned organisational culture.

This will be essential to our success. Over recent years the council has done much to develop the workforce with a strong leadership and management development programme, adopting a behavioural competency framework which feeds through to our recruitment and selection practices. There is need to build and grow an Extended Leadership Team with a thematic programme of events to encourage cross council working and collaboration.

6.2 With the restructure it is proposed to build on this holistic approach to incorporate Human Resources function with organisational development (OD). OD is a planned and systematic approach to sustained organisation performance improvement. It works by promoting a whole system change and culture shift which enables the organisation to improve its effectiveness. This will complement the work of the HR team, reviewing core skills and competencies and building a council which will achieve Investors in People accreditation and exceed the Equality standard.

6.3 To do this effectively it is essential we develop a People Strategy and enhance our Workforce Development Plans to ensure we have an organisational development strategy that underpins our ambitions with the overall aim of having an appropriately skilled and experienced workforce that achieves continuous improvement, is customer focused and embodies a one council culture.

6.4 It is, therefore proposed that a new post of Head of Human Resources and Organisational Development is created. The role will be responsible for HR, Learning and Development, Payroll, Emergency Planning and Health and Safety, Workforce Health, and Equalities. In addition will include Policy and Performance support professionals able to assess and respond to new national legislative changes, support service managers with robust business process re-engineering and lean thinking methodologies and a flexible agile performance framework that enables the council to drive an agenda of continuous improvement. There will be a need to review the

resource requirements to fulfil this role and to review the existing structure and roles and responsibilities. This will be completed by April 2018. This new focus would also aim to achieve Investors in People accreditation and grow the coaching programme. The New People strategy would focus on three key areas,

- a. Developing our people,
- b. Valuing our people and
- c. Transforming the organisation.

It is recognised that organisational change is inclusive of the whole leadership team but it is incumbent on the Chief Executive to personally drive and lead the programme of change, so accordingly, the post holder will report directly to the Chief Executive.

7.0 Commercial Acumen

- 7.1 Resources for public services have reduced significantly since 2010 and it is expected that this trend will continue at least until 2020. This reduction places significant pressure on the continued delivery of the Council's services requiring reductions in expenditure but also increasing income from other sources. Whilst the Council has been in a good position we need to ensure we are resilient. Our medium term financial strategy will aim to reduce our dependency on revenue support grant and over a period of time new Homes Bonus to ensure that we are resilient and able to adapt to future changes in funding.
- 7.2 There are a number of uncertainties over the continuation of new homes bonus, business rate retention and revenue support grant which require us to review our approach to longer term financial planning.
- 7.3 There have also been a number of changes to the legislation which free the previous restrictions on operating commercially and trading; there are also a number of structures which can be put in place to provide further opportunities.
- 7.4 A move towards a more commercial approach to income generation will require changes in the way service operate and the way in which employees approach the delivery of their services. The Council does already provide services on a commercial basis and there is knowledge and expertise within the current employees; however recruitment policies and practices will need to be reviewed in light of this move.
- 7.5 The proposed structure recognises the need for a more commercial approach and a review of our investments, contracts and procurement and risk appetite. The focus will enable us to:
 - Increase understanding of the commercial world – In order to operate in a more commercial environment, it is necessary to understand the culture, language, techniques and approach which exists and how opportunities can be optimised.
 - Understand potential market opportunities – legislation provides a wide set of options to enable opportunities to be optimised, however, these opportunities need to be identified and the market and competitors understood in order to put the necessary actions in place.
 - Understand regulatory framework – the opportunities available and constraints imposed need to be better understood to ensure that the Council does not exceed its powers whilst understanding the structures necessary to optimise the range of opportunities.

8.0 Head of Service Implications:

Whilst Heads of Service will have service responsibility the culture moving forward will encourage working across service areas where necessary to ensure dependencies are highlighted and considered and to ensure that joint solutions are identified.

The Council's constitution requires that all appointments to Chief Officer and Deputy Chief Officer roles are approved by the Appointments Committee to provide Member scrutiny and ensure that Chief Officers are properly appointed on merit. Where the proposals set out in this paragraph involve the assimilation of existing posts into Chief Officer or deputy Chief Officer roles (see paragraphs 8.6, 8.7 and 8.9) it is appropriate that the Appointments Committee scrutinises the proposed career grading structure and takes the decision on whether those assimilations take place. This report therefore asked Council to delegate such authority to the Appointments Committee.

The proposed changes to the existing Heads of service posts are as follows:

8.1 Head of Legal and Support Services (MO)

This role will report directly to the Chief executive with a title change to **Head of Legal and Commercial Services (Monitoring Officer)** and be responsible for developing the commercial framework for the council to operate in a more innovative commercial way, building on the experience of the legal service. The post holder will drive this new agenda and work across the organisation with officers with a client contractor role, ensuring we maximise the contractual relationships we have in place and developing new relationships. The post holder will build a cross organisation team to benefit from experience within our service areas and to build and develop skills across the management team, to increase our commercial acumen. The post holder will continue to hold the Monitoring officer statutory role and lead and manage corporate governance, democratic services, election management, legal services, freedom of information and will take additional responsibility for audit.

There will continue to be a strong working relationship between the Audit Manager and the Head of Finance with the relocation of the Audit function.

8.2 Head of Community Services

This role will continue to focus on the front line services, but as delivery of the new leisure provision and new model of working develops there will be a need to assess the requirements for a client/ contractor resource and sports development/ health co-ordination roles.

The role would gain responsibility for Environmental Health ensuring the front line services that define and influence place and the environment are aligned. This role will continue to support the Coalville Special Expenses Committee.

8.3 Head of Planning and Regeneration

This role title will change to reflect more accurately the role currently undertaken and also the need to ensure alignment with development and infrastructure. The post will be titled **Head of Planning and Infrastructure**. This post will continue to ensure the council is open for business and supports the need for the district and community to grow balanced against the need to conserve our historic and green infrastructure. This role will support the Planning committees and sub groups.

8.4 **Head of Economic Development**

This role remains in the majority unchanged but with a minor change in the title to reflect the wider regeneration aspirations of the District as a whole with a focus on market town development within the updated job description. The revised title will be Head of Economic Regeneration. This role will continue its focus on the delivery of the Coalville project, development and delivery of cultural services, a tourism strategy and economic development strategy. However it will also widen its focus to include the development of the market towns within the District.

8.5 **Head of Housing**

This role remains unchanged other than with the additional responsibilities of corporate property services and strategic housing. The post title would be changed to **Head of Housing and Asset Management**.

8.6 **Head of Finance (S151)**

This post is already within the approved establishment and has the designated Section 151 responsibilities, but will have an additional responsibility for financial services within the HRA. The role will retain responsibility for procurement.

Due to the difficulties with recruitment and the desire to 'grow our own' a career graded opportunity is proposed which allows internal candidates to have the opportunity to develop through a structured training programme. This post will be a career graded position spanning the Team Manager and Head of Service grading to recognise the future development requirements. (see **Appendix B** for the linked grade structure.)

A compatibility assessment has been completed for this role and following consultation with both affected employees, the Financial Planning Team Manager (Deputy S151) has expressed an interest in the role of Head of Finance. Subject to approval by the Appointments Committee, it is proposed to assimilate the post holder into the role which will limit the likelihood of a redundancy situation and will ensure we retain the postholders skills and support them to develop further in the organisation.

Responsibility for the client contractor role monitoring Benefits and Revenues has been removed from this area of work however the Head of Service would be responsible for working with the Head of Customer Services to monitor and ensure the effectiveness of this service with regards to collection rates etc.

The relationship to audit is recognised and whilst audit will sit within the governance and commercial services area, the relationship between the statutory officers will be crucial to ensuring effective audit and governance.

8.7 **Finance Team Manager (Deputy S151)**

This is a new role within the organisation taking on board recommendations from the recent external financial review. The proposal is to delete the two team managers posts within Finance Services to create this post. To avoid any risk of redundancy the post was ring-fenced to the current finance team managers. The Financial Services team manager and the Financial Planning Team manager have both expressed an interest in the post.

A compatibility Assessment for both posts has been completed and the two existing post holders are eligible for an assimilation into the Finance Team Manager post. The

Finance Team Manager role will be job evaluated and is anticipated to be at Band I level with a supplement payable for the Deputy S151 Officer duties.

These proposals will limit the likelihood of a redundancy situation and will ensure we retain their skills and supporting them to develop them further in the organisation.

8.8 Head of Customer Services

This is a new role within the organisation and is essential in co-ordinating and leading the customer transformation programme, ensuring consistent quality customer services where we learn and shape services based on customer feedback. This role would be responsible for customer services across the organisation together with complaints and the client contractor relationship with the Head of Benefits and Revenues partnership role. The postholder would also have responsibility for ICT and customer complaints which is an integral part of achieving our customer service improvements.

It is not proposed that this role is a career graded post, recognising the business needs and specific job requirements that recognise the need for experience within a high volume customer service environment.

As a new role within the organisation it is proposed that this role will be advertised both internally and externally and will be subject to the Appointments panel process.

The structure required below the head of service would be determined on recruitment to the role. Any changes to the structure would be completed by July 2018.

8.9 Head of HR and Organisational Development

The existing role of Human Resources Team Manager will be deleted so the postholder would otherwise be placed at risk. However, recognising the desire to 'grow our own', a career graded opportunity is proposed which will allow the current HR Team Manager postholder to have the opportunity to develop into the new role through a structured training programme.

A compatibility assessment has been completed together with advice from East Midlands Councils Human Resources advisor which supports the recommendation to assimilate (subject to approval by the Appointments Committee) the existing post holder on a linked grade of Band I / Head of Service Grade to recognise the internal development of the role and its importance in developing the organisation going forward.

This proposal will limit the likelihood of a redundancy situation for the current Human Resources Team Manager while retaining his skills and developing the role in the organisation.

9.0 Staff Implications

- 9.1 Any changes to the structure which impact on existing staff will be dealt with in accordance with the Council's Employee Stability Policy which affects all employees of the council and will include a robust assessment of each existing role together with the new proposed roles to ensure that we maximise the opportunities for assimilation, thereby reducing the risk of redundancy. The assessment has been completed by both the Chief Executive and a representative from East Midlands Council.

- 9.2 The compatibility assessment template supports the existing policy and has been completed for each role within the management structure. Where the new proposed role is substantially similar to the existing role there will be an assimilation into the new role, unless there are more than one candidate suitable for assimilation. Where multiple candidates are suitable for assimilation there will be a competitive process involving the Appointments Committee, if the proposed structure is approved at Full Council.
- 9.3 The interim Director of Resources post and interim Head of Business Transformation posts have not been included within the future proposed structure. Both postholders have left the authority at the completion of their contracts.

10.0 Consultation and Feedback

- 10.1 The Trade Unions have been briefed and informal consultation undertaken with the employees directly affected by the proposed changes. Informal consultation commenced from 21st July for a three week period, until 11th August 2017. Full consideration has been given to the comments received and individual replies have been provided prior to the commencement of formal consultation. Formal consultation commenced on 8th November until 30 November 2017. All affected employees were invited to meet separately to discuss the proposals and any concerns.

The procedures and actions comply fully with the Council's agreed Employee Stability Policy. It is this policy which is being used in the implementation of the changes. The Leader, Deputy Leader and leader of the opposition, have been briefed on the proposed changes during the process of informal and formal consultation. All job descriptions have been reviewed and amended or updated as appropriate.

- 10.2 The responses have been positive in the main from the Heads of Service and Directors but some concern exist in the areas below Head of Service level where services are being moved or changed. These concerns will be addressed as part of the Phase 2 restructure review. Appendix C summarises the consultation comments and responses for information. The following service areas will be subject to further review with an indicative timeframe for completion of April 2018;

- Customer Services
- Policy and Performance
- HRA Finance / Business Support
- Organisational Development
- Cultural services – ongoing structure changes
- Leisure – as part of wider leisure programme
- Communications
- Property Services

11.0 Leadership Development

- 11.1 The updated job descriptions and person specifications for the new leadership team will take account of the core skills and competencies within the civil service 21c public servant which sets out the skills required in a modern public sector organisation where change is the only constant.
- 11.2 An initial assessment of current skills and areas for development will be completed with the support of East Midlands Council. This will feed into the Leadership Development Programme and will include:
- Management scenario testing
 - Personality profile

- Style and Behaviour assessment

In addition there will be a framework for progression where a post is a career graded post.

12.0 Summary

12.1 Based on the report a corporate leadership structure is attached as Appendix A. The division of duties between Head of Service level is indicative at this stage and does not reflect service groupings at service manager level. It is intended that the next stage of the review that relates to service managers and staff will be completed by April 2018.

12.2 If the proposed structure is agreed the following will be implemented with effect from the 1st February 2018.

- Revised structure implemented
- Assimilation of HR Manager into career graded Head of HR and Organisational Development
- Assimilation of the Finance Services Team manager into the Finance managers (Deputy S151) post.
- Assimilation the Financial Planning Team Manager into the Head of Finance (S151) post.
- Recruitment for the Head of Customer Services commenced

13.0 Financial Implications

13.1 The overall financial savings from the proposed structure are £115,550 per annum. There may be a requirement to utilise a proportion of these savings when reviewing the structure during Phase two.

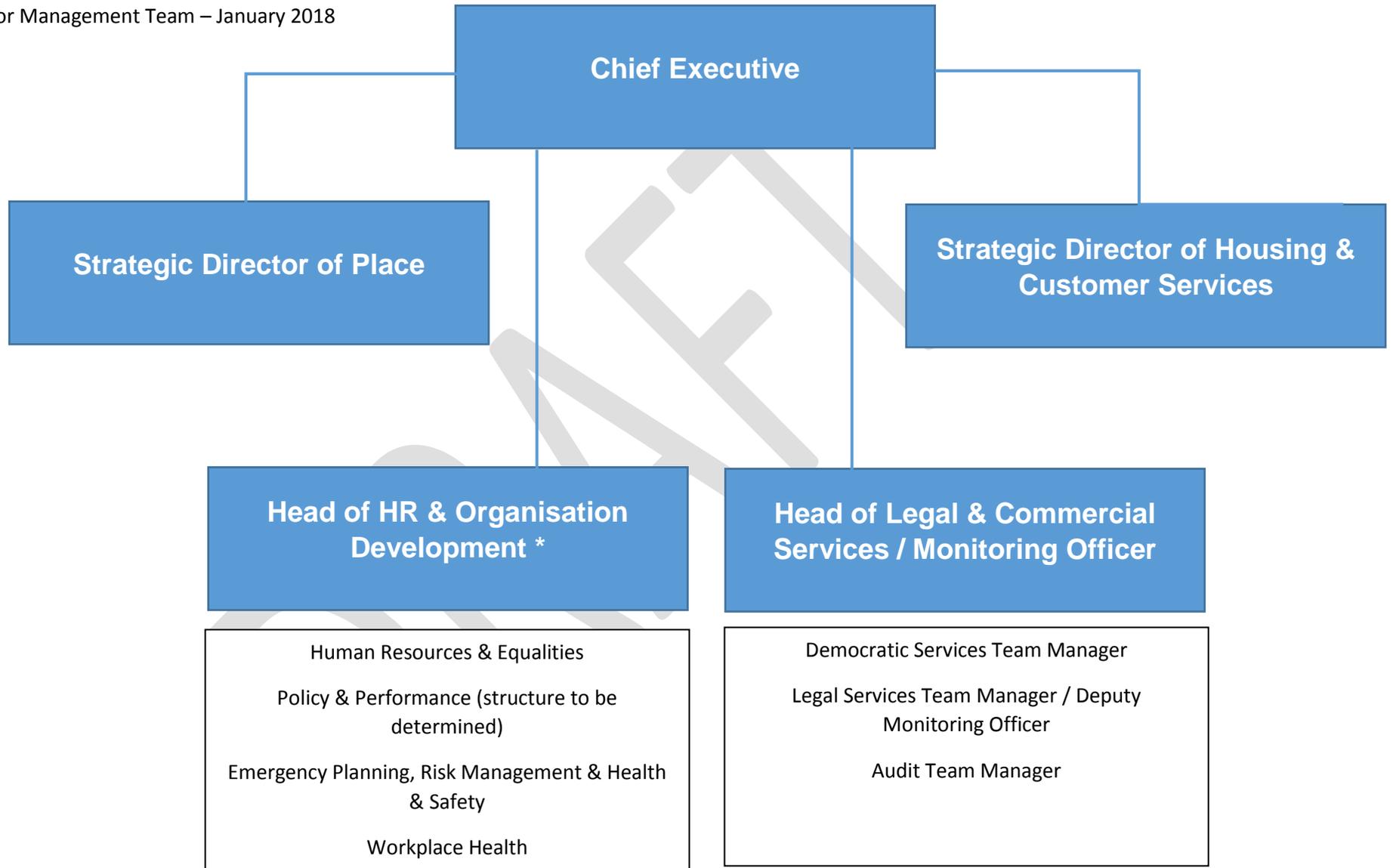
13.2 The savings identified consist of efficiencies in salary, national insurance and pension calculations in respect to the following structural savings:

- Non renewal of interim contracts
- Deletion of Human Resources Team Manager post
- Deletion of Financial Services Team Manager Post
- Creation of Finance Manager post (Deputy S151)
- Creation of Head of Customer Services Post (career graded)
- Creation of Head of Human Resources and Organisational Development post (career graded)

13.3 If members did not support the proposed assimilation there would be additional costs to the authority of £127,327 which would need to be taken from reserves in the first instance. The additional risk to the authority would be the loss of significant officer experience.

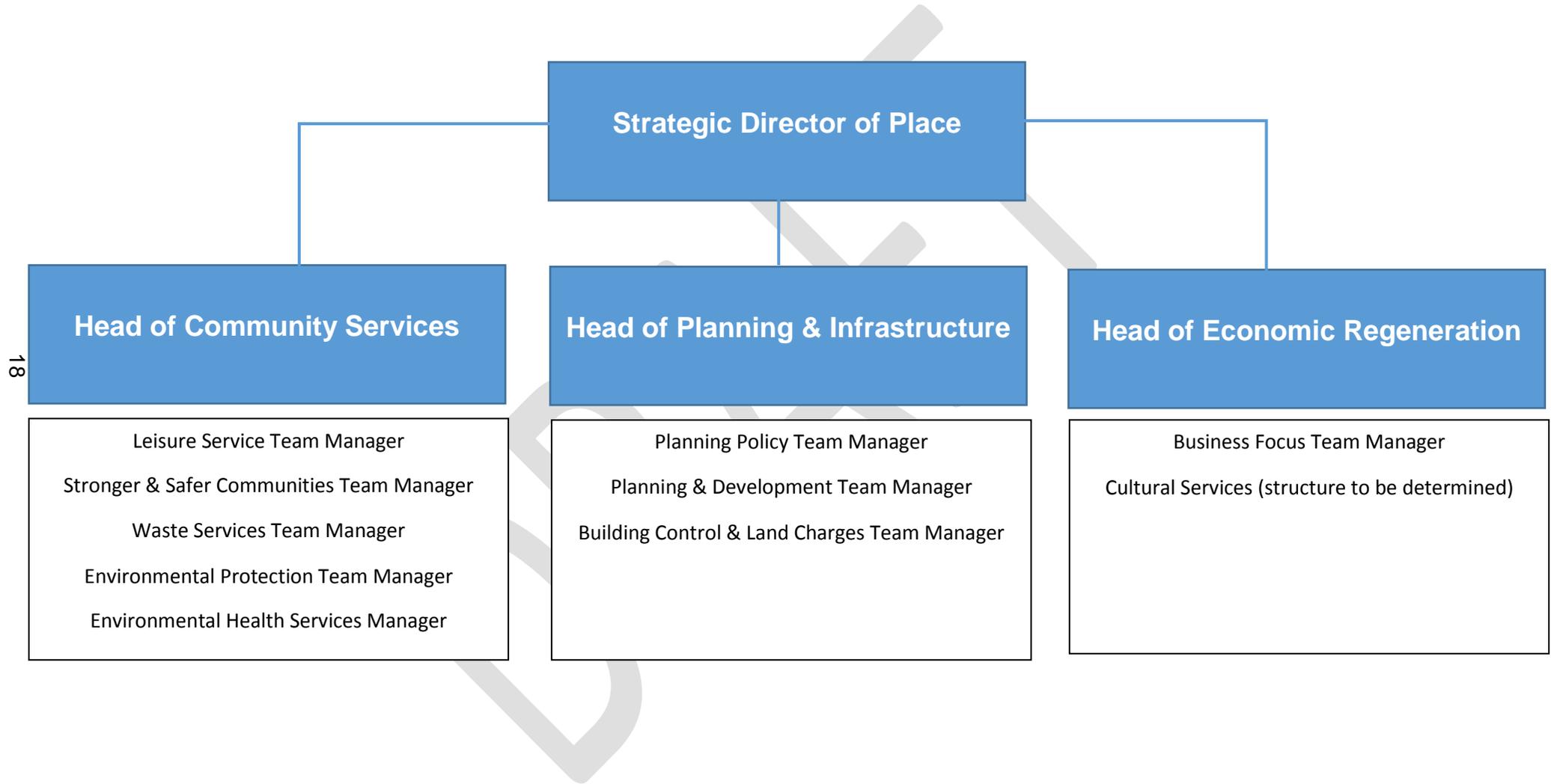
Further details of individual salary changes are available as background papers.

Proposal for Senior Management Team – January 2018



*Career Development Post

Note – Communications Manager reports to Chief Executive



Strategic Director of Place

Head of Community Services

Head of Planning & Infrastructure

Head of Economic Regeneration

Leisure Service Team Manager

Stronger & Safer Communities Team Manager

Waste Services Team Manager

Environmental Protection Team Manager

Environmental Health Services Manager

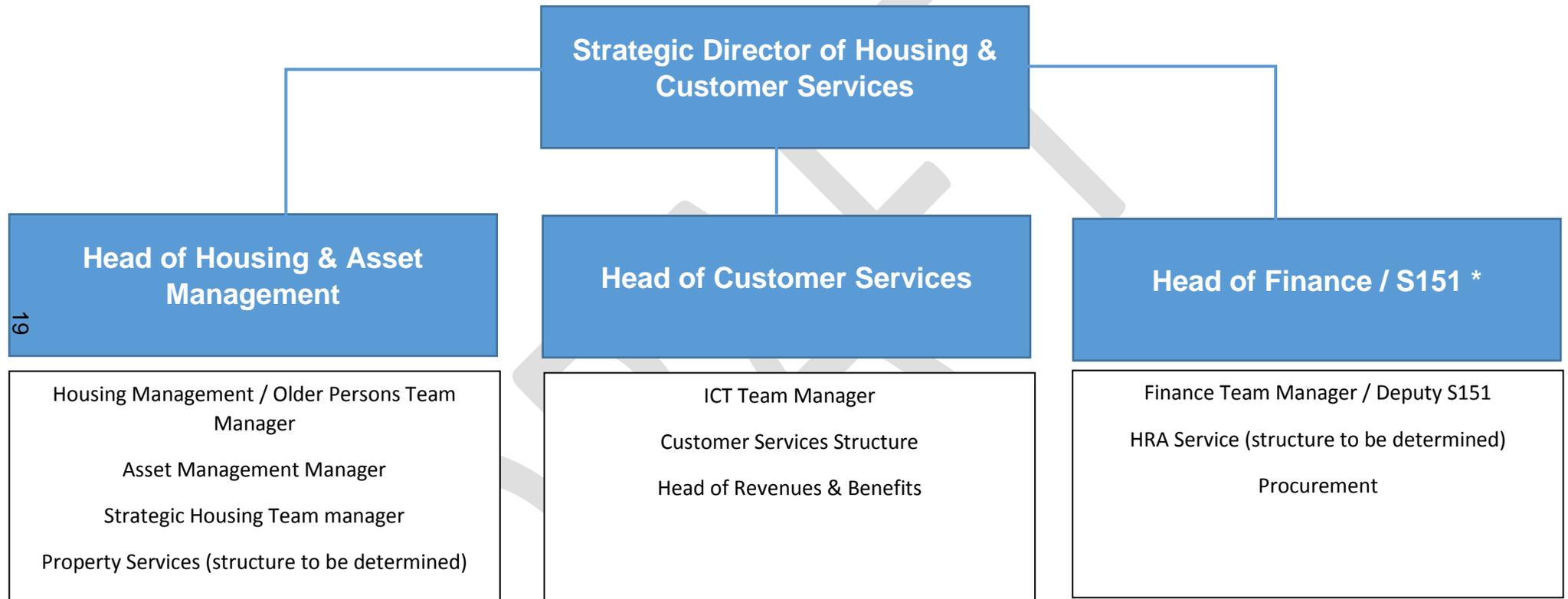
Planning Policy Team Manager

Planning & Development Team Manager

Building Control & Land Charges Team Manager

Business Focus Team Manager

Cultural Services (structure to be determined)



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*Career Development Post

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Appendix C

Staff Consultation Management Restructure Comments – Summary

Comments	Response
<p>Trade Union Comments:</p> <p>Overall the branch are pleased that the district council is focused and actively seeking to develop existing staff within the organisation. We hope that this ethos is promoted across all grades within the restructure.</p> <p>Further clarification would be appreciated on the following issues raised by members and branch officers:</p> <p>It states under comments on the Compatibility Assessment for the Head of Human Resources and Organisational Development the following;</p> <p><i>The new role retains the responsibility for the services areas held by the role of HTRM. New services areas held by the new role are Policy and Performance, Equalities and Workforce Health. The exact split of the Policy and Performance Team has not yet been decided, but it is likely that 2/3 employees will move across. 0.4 of an FTE will move from equalities.</i></p> <p><i>Workforce Health is a new area with no employees to transfer from a different part of the organisation. The role will be more strategic, although this also joins a part of the existing HRTM role.</i></p> <p>1.Will the remaining members of the team (currently 5 not including Information Management in the BIT team) not be included in the new structure under Policy and Performance be made redundant?</p> <p>2. Do you know when the new structure will be released and timescales for phase 2 implemented?</p> <p>3.Are staff from within the affected teams able to have any input into the proposed new team structure?</p>	<p>1.The members of the policy and performance team will transfer over the HR and Organisation Development. There will as part of the phase two structure review be an assessment of the roles required moving forward.</p> <p>2.It is proposed to complete phase 2 of the review by April 2018 and the process will be in accordance with the councils policies and will involve staff consultation.</p> <p>It is likely that some service areas will be completed earlier than others but we will ensure a timetable is available for each area to be reviewed which will be shared with employees and trade union representatives.</p> <p>3.We would welcome the staff engagement and involvement in the proposals going forward.</p> <p>4.I will arrange a meeting with the trade unions and staff within the affected teams at the earliest opportunity.</p> <p>5. We will consider a longer consultation time period and would be happy to meet with you to discuss phase two in the new year.</p> <p>We welcome the trade union involvement and support thorough the next stage of structure review.</p>

Comments	Response
<p>4. Would you consider arranging a meeting with employees affected and Unison to explain the next stage and how they could be effected prior to phase 2 being released?</p> <p>5. We would consider phase 2 to effect more direct members and we envisage a high demand for our resources at this stage. We would like you to consider a longer consultation period if possible for phase 2 to ensure that the Union has spoken to each member who is concerned regarding the restructure. As you are aware we are a small branch and phase 2 will have a strain on our branch officer resources.</p> <p>Unison wish to help the business through any proposed restructure and we are formally offering to be involved from the early stages of phase 2. We will be able to point out any concern that our members will have and questions prior to the formal consultation being released. This will make the formal consultation process easier and less likely for questions or queries to be raised.</p> <p>I would appreciate it if you could consider the above points and respond accordingly.</p> <p>Thank you for opportunity to consult with our members and we hope to continue to work with yourselves regarding future changes to the organisation structure.</p>	
<p>Supportive of proposals but clarity on timescale for phase two required. Explanation requested as to why the whole report was shared with all staff Misunderstanding of the process undertaken with affected employees</p>	<p>All affected individuals have been spoken to individually as per our policy on restructures. I have been transparent and shared the senior leadership structure proposals so that staff can see what changes are proposed at Head of Service level and this does include the Deputy S151 level.</p> <p>There are no proposals set out, discussed or agreed that relate to the next level within the organisation.</p> <p>As a result of changing the Heads of Service level there may be a need to review the structures below but this will be done in accordance with our policies. There will be full consultation on any proposals in the</p>

Comments	Response
	<p>same way the senior management structure ones are being dealt with now and ample opportunity for 1-2-1 discussions with any staff impacted.</p> <p>In summary</p> <ul style="list-style-type: none"> - The proposals that are out for consultation relate to Heads of Service and above with the exception of the deputy finance and HR manager role. - All affected members of staff by these proposals has been spoken to individually - The consultation period runs until the 1st December and Ive shared the proposals to enable other staff members who have a view to share them with me in an open and transparent manner - Any further structural changes will be dealt with in an identical manner in phase two in the new year
<ol style="list-style-type: none"> 1. In Para. 4, it mentions 'accountability for services could be moved from one service to another from time to time'. There will be an impact on financial reporting in terms of flexibility for change. I would question if the current finance system has sufficient flexibility to cope with the initial changes in terms of financial reporting let alone any future changes as well. 2. This presents challenges for finance team to keep pace with the changes 3. In Para. 7.1 it states that HoL&SS takes on responsibility for procurement BUT in the structure (Appendix A) and the job descriptions, the responsibility for procurement is under the HoF? This is unclear. 4. In the Job description for the new 'Finance Team Manager' role, in the shortlisting questions box, the job is referred to as the 'Financial Planning Team Manager'. This is inconsistent 	<p>The finance system will need to be flexible and adaptable to change in future reporting lines, but I do not anticipate that this will be too onerous or frequent an issue. I note the capacity and resource implication concerns and will discuss with the team manager to ensure we can address any concerns the staff may have.</p> <p>It is proposed that procurement remains under the responsibility of the Head of finance. The reference to head of legal was an earlier version so please disregard.</p> <p>With regards to the title inconsistency I also note your comment and have amended accordingly</p>

Comments	Response
<p>Firstly thank you for the release of the new management structure. I guess from my limited prospective my immediate thought after reading the report proposals are they are sound, reasonable and warranted.</p> <p>My comment is in respect of the Policy & Performance team under Head of HR & Organisation Development and the forthcoming review, ending April, which will look at resource requirements and review existing structure and roles and responsibilities.</p> <p><i>Specific question made regarding an individual post.</i></p>	<p>I can confirm that no decisions have been made about the second stage review of the Policy and Performance team.</p> <p>We will review the functions of the entire team and make decisions about what is needed going forward and where those elements of work will be best located. There will be separate consultations on the proposals for the second stage when they have been formulated.</p>
<p>A very positive move to bring all public protection related services together into one service area. This also reinforces the already well established joint working between Environmental Health and Street Protection colleagues. The health and welfare of our residents and visitors is absolutely vital in providing sustainable and safe communities. Clearly refocusing the work of the leisure/health team into a part contract monitoring/ part delivery team will be a vital work stream to be delivered in tandem to the leisure centre procurement timetable.</p>	<p>Comments Noted</p>
<p>I have studied the proposed restructure and whilst I can see new roles for a Head of Customer Services and the deletion of the Interim Business Improvement Team Manager role, I appreciate that there will be a phase 2 which will review the customer services structure. I am wondering with the changes to these roles, what this will potentially mean for the current management roles, one team leader and 2 team supervisors.</p> <p>What are the interim reporting arrangements?</p>	<p>Phase 2 will address the structure requirements for customer services.</p> <p>Interim reporting arrangements notified separately.</p>
<p>1. Whilst the split of functions is to be welcomed to enable dedicated focus to be placed on each of the areas, the deletion of the Business Improvement Team seems to have lost a number of key functions provided by the team and it is not clear how they will be addressed. Notwithstanding that there is a policy and performance team whose functions and structure will be addressed in Phase 2. It is concerning that there is no mention of Project Management as this is a vital resource needed across the organisation.</p> <p>Information Management is more than just FOI and should really be more prominent</p>	<p>The comments relating to the business improvement team are noted. I fully appreciate the changes proposed will split the team and the uncertainty that this is causing. It is not possible to deal with all aspects of service change at one time. I can reassure staff that any changes to roles and responsibilities will be subject to the councils policies and full staff consultation and will be completed as</p>

Comments	Response
<p>given the new requirements under GDPR and the potential for hefty fines (in the millions) post May 2018.</p> <p>There never was an IM function prior to November 2016 and this left the council vulnerable. Following a serious breach in 2015 the ICO was placated by the introduction of an action plan and the creation of a team to focus on this area of work to ensure that the organisation was compliant. It would be a shame to lose this focus and fall back to our previous position.</p> <p>Access to information/transparency is mentioned under the new Director of Housing and Customer Services. This is a specialist technical area and should not be watered down. We need to be careful that we are not diluting the effective work that has been carried out so far by the information management team within BIT. An Information Governance Team should be created to continue this work under the Head of Legal and Commercial Services</p> <p>2. Insight and business intelligence, whilst not well developed pending the introduction of the InPhase software is, nevertheless, an important function of BIT and does not appear to have been addressed. There are references to customer insight and demand under the Director of Housing, but again, no dedicated team to do this work. A number of authorities across the country have recognised the need for a dedicated insight team and this has transformed them into high performing organisations. BIT was originally set up to provide this type of service but then was not resourced to provide the function</p> <p>3. Transfer of customer complaints to customer services is a good idea and long overdue. We are proposing to move case management of complaints into the new InPhase software which will enable real time reporting. Even if the function is moved it is hoped that this proposal will continue.</p> <p>4. ICT is a key organisational development tool and should really sit with the Head of OD to align with the work of the Policy and Performance unit which the report suggests will be responsible for business process re-engineering. This is a business analysis function and should be closely aligned with ICT to be effectively translated into software developments where necessary. Overall, there needs to be a team that is capable of assisting services to re-imagine what they offer. Whilst this is a function mentioned under the Director of Housing, there is no team mentioned to do this work.</p> <p>5. The Head of Customer Services and Head of Finance reporting to the Director of Housing seems an incongruent mix. These would be better placed reporting to the Chief Executive with the Head of Community Services reporting to the Director of</p>	<p>efficiently as possible to allay any concerns.</p> <p>A team meeting has been arranged for the new year to conduct a mapping exercise of current work to ensure that all concerns and issues are taken into account prior to the development of future proposals.</p> <p>Information Management progress will not be changed or impacted by the proposed movement of line management reporting.</p> <p>The requirements for customer insight and intelligence will be taken into account when reviewing the structure requirements as part of phase 2.</p> <p>Customer complaint reporting through the new InPhase system will not be changed as a result of this proposal and is seen as a benefit in ensuring that we learn from customer complaints.</p> <p>The comments relating to the position of ICT are noted as are the requirements for a business process re engineering function. However the rationale for linking ICT and customer services is strong and the proposal to align these services remains.</p> <p>The resource requirements for policy and performance, business process re engineering and information management will be considered as part of phase 2 review.</p> <p>The comments in respect to the reporting arrangements for the Head of Finance and Head of Customer Services are noted, however this would</p>

Comments	Response
<p>Housing instead of the Director of Place. This would enable the Director of Housing to focus on building and managing communities and the Director of Place to focus on the built environment and inward investment. This would give a clear delineation of duties enabling a focussed partnership between the two directors, supported by a strong corporate core under the Chief Executive.</p> <p>6. I appreciate that there needs to be a line drawn in terms of how much you tackle as part of the initial restructure but it is clear that the BIT is being split and we are now going to be left in limbo for another 4/5 months. 2 of our team members are likely to have their jobs split in two and so it is puzzling as to why they are not being put at risk at this point. Equally there are 2 team leaders who do not have teams in the new structure, so should they also be put at risk?</p> <p>I would urge CLT to consider sorting out our team as part of Phase 1 as it is very unsettling for the staff to not know their fate for that length of time. There does not appear to be any other teams in this position within the new structure.</p>	<p>result in significant increase in line management responsibilities with the Chief Executive line managing four Heads of Service in addition to two Directors. This would dilute the ability of the Chief Executives role to take a wider strategic overview of the organisation. The strategic directors will be operating across the organisation and the ethos of the changes are that we remove silos and the traditional hierarchical approach to service delivery. Directors should be able to lead services from a wide variety of areas and input and shape policy across all areas regardless of their professional background.</p>
<p>Thank you for the opportunity to comment on the proposed management restructure.</p> <p>I would recommend that the post of head of economic development should be deleted. I would recommend that the business focus team should answer to the head of planning and regeneration; that the cultural services team should answer to the head of community services and that the communications team should answer directly to the chief executive.</p> <p>In my experience, individual policy and regeneration teams work most effectively when they answer to a single head of policy and regeneration.</p> <p>NWLDC has a titular head of planning and regeneration but the post is not responsible for a regeneration team. Instead the business focus team – our closest equivalent to a regeneration team – answers to the head of economic development. In two years at the authority I have never understood why this is the case.</p> <p>I do not understand why the cultural services team is considered part of an economic development function rather than a leisure function. I do not understand why the communications team is considered part of an economic development function rather than (as I believe is more common) a function of the chief executive’s office.</p>	<p>Comments noted – consideration has been given to the two roles of Head of Planning and Regeneration and Head of Economic Development and with the current workload and focus on regeneration there would not be the capacity to combine both roles into one. The combination of posts would impact on the ability to deliver the corporate priorities around growth and regeneration.</p> <p>The comments relating to the role of the Head of Planning and Regeneration have been taken into account in redefining the roles and responsibility in the revised proposals.</p> <p>The cultural services team comments are noted. This service will be reviewed in Phase 2.</p> <p>The communications team will receive its strategic direction from the Chief Executive and Corporate Directors, and line management responsibility will be to the chief executive.</p>

Comments	Response
<p>I trust that you find these comments constructive.</p>	
<p>I am delighted to see that the new structure focus on place delivery. The Council has benefitted from additional income arising from business and housing growth within North West Leicestershire in recent years, and to sustain the existing level of service delivery, we need strong leadership to further develop and enhance NWL.</p> <p>I also support the shift of focus on customer services and in particular commerciality, noting the future challenges the Council faces in respect of financial sustainability.</p> <p>I welcome the proposed changes to the existing Financial Planning and Financial Services Team Manager roles .</p> <p>I note that Benefits and Revenues client role will be the responsibility of the Head of Customer Services and am pleased that the Head of Finance would be responsible for working with the Head of Customer Services. However, given the significant impact of the Revenues and Benefits service to our major sources of funding (business rates and council tax), I would like to see the client role transfer to the Head of Finance role within a set period of time (in line with career progression).</p> <p>I also note that the relationship to internal audit is recognised, but would again like to see this in time move to report to the S151 Officer in time (and in line with the career progression timetable), in line with CIPFA guidance. The following wording is lifted from CIPFA's guidance on the role of the Chief Finance Officer – "Internal audit is an important independent internal scrutiny activity. The CFO must support the organisation's internal audit arrangements, whether the function reports directly to the CFO or the Chief Executive, and ensure that the Audit Committee receives the necessary advice and information, so that both functions can operate effectively." I believe that greater financial governance will exist if the internal audit team are the direct responsibility of the Head of Finance role.</p> <p>You have confirmed that the procurement function would remain within the Finance team and I support this. However, given my comments above with regards to other functions which are likely to deliver greater synergies and better governance (Revenues and Benefits and Internal Audit), I would welcome a review as to the</p>	<p>All comments noted. The report confirms the relationship with the S151 role and the audit function is important but can be picked up through the statutory officer arrangements so will remain as proposed within the Head of Governance responsibility.</p>

Comments	Response
<p>location of this function to another service area in due course (should the Revenues and Benefits and Internal Audit areas transfer to the Head of Finance role).</p> <p>I note that the HRA Business Support team and provision of HRA finance is subject to further review.</p>	
<p>Thanks for the opportunity to give feedback on the proposed structure.</p> <p>The team and I are happy with the proposals in terms of our work and are pleased that communications will have a much closer link to the directors than previously. All academia about corporate communications emphasises the need for there to be a direct link from the strategic direction of the council to the communications function.</p>	<p>Comments noted. Changes made to the original proposals – communications will report directly to the Chief Executive</p>
<p>I have two points to make about the proposed restructure. I understand that this is an initial level consultation, and so focussed on new management structures, however the suggestions or concerns below are meant as an early nod to how the next steps might be considered.</p> <p>Communications:</p> <p>I welcome the change in structure to reflect the importance of the creation and overseeing of messaging within the current functions of Economic Development and Community Focus.</p> <p>I also think that the band review for the lead officer in Communications is a good reflection of the true level of operation for the post.</p> <p>I also want to make clear that these suggestions are in no way meant as a criticism of current function, but as an understanding that the initial managerial changes will need to be followed up with operational changes.</p> <p>In order for the team as a whole to better fulfil this increased function, and its importance in messaging and branding for 'Place', I would recommend the following:</p> <ul style="list-style-type: none"> • In the first instance, more resourcing for the team. The current staffing resource is already stretched. 	<p>Comments noted for consideration as part of phase 2 review</p>

Comments	Response
<ul style="list-style-type: none"> There might be some formal recognition that this team also, in addition to more resource for the creation of messaging, requires a function that is dedicated to digital marketing, and design. Though not traditionally a communications function, this kind of work is often one-off and outsourced. Having these functions in-house would increase fluidity and flexibility of messaging, as well as a more integrated service to the whole council; especially if the focus becomes more commercial over time. <p><i>Additional comments made on specific service delivery in phase two</i></p>	
<p>Thank you for the opportunity to input to the restructure proposals. I have previously made comments, which you have kindly responded to.</p> <p>Overall, the proposal does not have a great deal of impact on my role. You have taken the time to discuss this with me, which is appreciated. It seems logical to now comment on the general principles, rather than the detail.</p> <p>I welcome, wholeheartedly, making decisions closer to their point of origin. I was accustomed to that, working elsewhere for 16 years before arriving here, and more decision making by team leaders and team managers is a big step to changing organisational culture. Decisions will be made faster, and with a greater depth of knowledge. There will be more ownership of decisions across the organisation. This is of course a two-way street. Political 'nous' in particular, needs to be more widely developed and embedded across the organisation. The legacy of a highly centralised decision making structure and culture is that many colleagues do not have as much interaction with elected Members or external organisations as we would wish. It is important that everyone understands their place within the organisation, which the staff surveys consistently show by and large we do, as well as others' different roles (notably elected Members), which I do not believe benefits from such a thorough appreciation. This is no criticism of any individual, or group of people, it is highlighting an opportunity to do things in a more joined up way. I support that desired outcome, and the proposed means to achieve it.</p> <p>I welcome the focus on place, in particular the different strands of the Coalville regeneration programme.</p>	<p>Comments noted.</p>

Comments	Response
<p>Commercialism and market opportunities can be expected to become more and more prominent as priorities, as the flow of money from central government continues to dry up. Being in a good position, without social care or highways responsibilities to gobble all of the money up does not mean we do not face any financial pressures. What it does do is offer us opportunities to invest in our local area, to the benefit of all, because sound investments will safeguard the long term sustainability of the Council to continue to deliver services, as well as stimulating other private investments to create jobs and generate wealth. It is right that, in context of the newly-found confidence to take a calculated risk, the entire organisational culture changes to focus more on commercial opportunities. We have an important role to play in the local area, as a direct employer, but also as an investor and a customer of many local businesses. We should recognise that when we are making day to day, as well as long term strategic, decisions.</p> <p>As I said at the outset, my more detailed comments about elements of the restructure have already been addressed, so I have no further points to make</p>	
<p>Just wanted to take the opportunity to feedback on the proposals. I'm fully supportive and it's welcoming that the wider impact on the Sport and Physical Activity/Health Improvement team will be considered further in relation to the Leisure Project. It is apparent that there isn't enough resource to potentially support the client role as well as meet the additional demands being created by the reinvigorated focus on health and wellbeing, something I support with open arms. It's refreshing this has been recognised and I look forward at the next stage to have discussions on how we can fully resource the team to meet our delivery requirements.</p>	<p>Comments noted and will be considered as part of phase 2 of the structure review</p>
<p>I am fully supportive of the changes to the finance team structure. I also think that it is a fantastic opportunity to allow internal candidates to have the opportunity to develop through a structured training programme for the Head of Finance position.</p>	
<p>I am supportive of the approach and I welcome the proposal for Environmental Health i.e. Les's Team re-joining Community Services. I welcome the proposal for Head of Customer Services and HR to build capacity to these areas. I am also particularly pleased to see the emphasis on the Health agenda through the restructure. Something I feel very passionately about and I look forward to having an opportunity</p>	<p>Comments noted.</p>

Comments	Response
<p>to work with colleagues on this agenda going forward once the infrastructure for its delivery is in place.</p> <p>I spotted that my Team was still being referred to as Street Action Team so if that could be updated it would be appreciated, it should be Environmental Protection Team</p>	
<p>I support the recommendation to move Environmental Health from Legal & Support Services to the Place Shaping Directorate with other front line services.</p> <p>You may be aware of the work currently taking place at a national level to bring licensing and planning services working more closely. It is anticipated the Raynsford Review which is expected to draw its conclusions next year will touch on the need for licensing and planning to work together. The phase I have heard is the planners are place shapers and licensing are the place managers. You will also be aware of the links between the delivery of Environmental Health and other regulatory services with economic growth. Although I agree with the proposal to join Community Safety, Leisure and Waste the challenge is to maintain close links with Planning and Business Focus. I would envisage that the Business Corporate Action Team would be a key vehicle in us achieving this.</p>	<p>Comments noted and further discussions will be held in phase 2 with the new Director of Place with regards to the linkages between planning and licensing. The approach to working in a less 'silo' way should enable closer linkages between services regardless of whether they are reporting to one area or another.</p>
<p>Just to confirm our conversations and my previous response to the informal management consultation – I am supportive of the management restructure proposals.</p>	

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Grade	SCP	Salary	S151 Supplement	Total
I	47	41,967	3,226	45,193
I	48	42,899	3,226	46,125
I	49	43,821	3,226	47,047
I	50	44,727	3,226	47,953
I	51	45,658	3,226	48,884
Head of Service	1			54035
	2			55109
	3			56231
	4			57354
	5			58477
	6			59599
	7			60722
	8			61844
	9			62967

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