

DELIVERING THE CITY'S AMBITIONS – CONSULTATION ON PROPOSED SENIOR MANAGEMENT STRUCTURE

1. Introduction

The Sustainable Community Strategy states:-

“Peterborough is a place of both great opportunities, building on considerable existing strengths, and major challenges, reflecting a variety of historic and more recent developments to the built and social structure of our city and its surrounding area”.

No city can deliver those opportunities and meet those challenges unless the Council has the right people delivering the right things in the right place at the right time with the right tools.

In that light, the Leader and Deputy Leader asked me to review the fitness for purpose of the current management arrangements, giving due consideration to the Council's ambitions for the city and the areas where the Council needs to focus its improvement efforts in service provision. This paper is for consultation and I am therefore open to feedback and ideas from all those involved in this review on my proposals.

2. Context

The city's ambition is often couched in terms of its growth agenda, 25,000 new homes and 20,000 new jobs by 2021. The growth agenda is certainly ambitious, but our attention must also be on delivering good quality services and improving the lives of all of our diverse communities in Peterborough.

The Sustainable Community Strategy 2008-21 sets out 4 key priorities:-

- Creating Opportunities – Tackling Inequalities
- Creating strong and supportive communities
- Creating the country's environment capital
- Delivering substantial and sustainable growth

The Council has approved this strategy which blends the ambition of growth with the need to improve the lives of all our citizens and in particular those suffering inequality for whatever reason.

To a great extent, delivering our growth ambitions and building a stronger economy will impact positively on those inequalities; however that will come in time and the Council and its partners recognise that they must act now to improve service provision and tackle inequality. The Council has also approved a strong local area agreement which acts as a delivery tool for the Sustainable Community Strategy.

In today's world, councils have to respond to factors and influences outside their direct control. The challenge of migration is one example as too is the well named “credit crunch”. How well this Council responds to these challenges and innovates will be vital to ensuring we manage impacts from these external forces well.

Against this context, this paper now examines the main internal and external challenges which must be immediately addressed.

3. Our Challenges – Where we are now

3.1 Service Transformation and Operations Management

Peterborough has a traditional structure for managing service operations which is based on placing those services within a departmental structure. This creates a patchwork of service operations, which at the moment produces some excellent, some good, some satisfactory but also some poor services. The time for tolerating mediocrity and failure is gone. We have demonstrable success for some of our services in using modern management techniques and up-to-date IT. These techniques need to be rolled out to all our services. We also need to use the experience of those services who have succeeded in service transformation to help those who must now embrace transformation.

In local government, professional qualifications are highly valued but operations management capabilities are mostly unrecognised. Typically, direct labour organisations (DLOs) such as City Services and other functions such as leisure that experienced competition under the Compulsory Competitive Tendering (CCT) regime display an understanding of operations management – but the Council runs many more service operations that are essentially using approaches designed by professionals with sometimes limited understanding of good operational management disciplines. We need an operations management framework that assures a certain consistency of quality across all service operations, and management development processes to sustain this framework.

There are also trading operations in the Council that are severely hampered by regulation. We have recognised that City Services needs to be allowed to operate with greater commercial freedom if its offer is to remain competitive – and also so that it can provide a stronger income stream by serving new customers by migrating to an arms length management organisation (ALMO). We have also begun to generate income through selling on our successful approach to business transformation. But the Council contains a number of other trading operations, most of which have not had their potential for growth properly examined. If these services were developed further under an ALMO then the Council could gain substantially over the longer term.

3.2 Migration and Community Cohesion

Peterborough has always been immensely proud of its diversity and the way, over decades, it has successfully integrated new communities into the city.

The diversity of the city has increased substantially since the A8 countries joined the European Union in 2004 and this has brought economic benefits to many of our businesses and public sector organisations but has also brought many challenges to our settled communities and to the ability of public services to respond, mainly because of the scale and pace of this migration. The Council has risen to this challenge through its award winning services like New Link and the strategy for cohesion crafted by the Cohesion Board (a partnership body sitting under our Local Strategic Partnership). The government has recently published its Migration Action Plan, which pledges to provide a better way for areas, like Peterborough, to officially record its population on which its funding settlement from government is based. There is a two year time lag on this, so we must continue to build on our cohesion work to ensure we manage the impacts on our city in a positive way, both economically but also for those citizens who, day to day, are affected by the changes in their communities.

3.3 The Environment

The global challenge of climate change is now well known. The Council has approved a climate change strategy which it is currently implementing. The Sustainable Community Strategy has as one of its priorities “creating the country’s environmental capital”. The challenge for the Council is how we respond dynamically to this agenda in delivering growth, managing our service operations, managing our buildings and procuring services. Great strides have been made, because there is a serious commitment in the council to this agenda.

This commitment now needs to be backed up by further resource and at a senior level. In discussions with key partners it is clear Peterborough has many of the component parts to be ‘the environmental capital’ but lacks the necessary resource to link the many plans, projects and programmes together.

3.4 The Economy and Growth

The credit crunch will force slippage in the growth programme and economic realities may make some of the vision unaffordable for some time. We need to examine whether the Council could utilise its and others resources to keep the flow of investment to ensure key projects continue to run.

The growth agenda is highly visible within the council and across our partnerships, and there is lots of activity associated with its promotion. But fundamentally, as the current slowdown in local development shows, the Council’s and Opportunity Peterborough’s (OP) role is an enabling one. If developers and the investors who finance new investment don’t believe market conditions are right for them to proceed with a scheme, then most schemes will have to await more advantageous market conditions.

Of course, we can't affect global, national or even regional economic trends. But we have been working hard with OP to explore the feasibility of using our balance-sheet strength and the quality of our revenue streams to introduce some new capabilities into the growth arena locally. These approaches might position the council as a stakeholder/investor itself in some schemes, providing the kick-start needed to get development going that otherwise would be paused. And, of course, the Council has valuable assets and income streams which can assist in this situation.

On the same theme, we follow the crowd in our approach to borrowing and to money management. Our borrowing is about to rise significantly as we invest more in infrastructure and capital assets over the coming years. Our approach to financing such investment is accordingly being actively reviewed at present, because we have come to understand how we may be limiting ourselves to sub-optimal financial arrangements. Yet within our sphere of operation – think of the housing stock transfer or the PFI financing arrangements for our new schools – we know that just as projects and operations are actively managed, so are the finances enabling those projects and operations to take place. There is a reason for that active management: it achieves a financial return for investors. This has meant that we have left the “upside” to private investors and so we need to explore ways in which some of that “upside” comes back to the public purse for reinvestment in the city.

3.5 Council's Finances

The Council has two years left of a three year financial settlement from government, but against a backdrop of increased inflation which will put pressures on the Council finances. The Council's medium-term financial strategy (MTFS), which delivers the pledge for continued low council tax increases will require continual active management. In the longer term, the administration wishes to explore the feasibility of reducing the burden it places on local taxpayers by generating more significant income streams through trading and business ownership.

We have every right to be proud of what has been achieved financially over the last few years. We are managing our adult social care budgets effectively with the PCT, we manage our corporate finances well, and now, very rapidly we are moving to better manage finances in children's social care. But fundamentally, we remain utterly dependent on taxes to function. If we can develop sustainable sources of income from trading and business ownership these can replace some of the income we raise through local taxation, reducing the burden we place on local communities without affecting services.

3.6 Other service challenges

Three service areas require particular mention and they are Development Control and Human Resources.

Development Control

We have recognised the need to significantly improve our development control operation and Scrutiny Committee have helped identify key areas for improvement. The service needs to adjust to its new environment which is one where there will be significant investment over the next 20 years or so in the city.

Good work is under way, but to date we have struggled to find the right leadership in this area of business. We are now close to implementing a sensible new set of management and operational arrangements for the development control service. Finding senior people with the right skill sets to lead the new service will be a challenge, but once achieved, there are good prospects for building an exceptional service which generates above-average contributions to its costs via fee income from key business accounts.

Human Resources and workforce

Service transformation and good operations is as much about having high calibre staff, skilled and motivated staff as having good processes and systems. Our HR function is, like development control, undergoing major transformation, adopting modern HR management approaches and implementing business systems. There is still a distance to travel, and there is still far too much emphasis on paper-based systems and reporting and permission-gathering for insignificant issues while big problems remain untouched. We need to make more extensive use of our HR software platform. Having said this, considerable work and now success is being achieved by a strong focus on leadership development of all our managers.

In addition, HR and business transformation have lead the launch of the Leadership Academy for over a hundred of our key tier three managers.

The leadership programme has evolved from our staff survey which strongly identified the need to develop managers so that they could lead effectively and tackle poor capability and misconduct in the workforce. Our long term future must be in developing our talent locally, within Peterborough City Council and within our partners. We can then effectively use the skills of the private sector to add value, capacity, capability and to take risk as appropriate to drive, and deliver, our key priorities. Feedback from the Leadership Academy cohort of tier three managers indicate that there is a leadership deficit and challenge for Tier 1 (Directors) and Tier 2 (Heads of Service) senior managers. My proposals must address this.

A powerful, effective, HR function has to operate within the heart of any organisation and have the authority to do the things required to build a talented and capable workforce for the future.

Children's Services

In the last six months, under the leadership of an interim Director, considerable transformation has taken place in this service. Some of the transformation has focussed on business process re-engineering to support improved outcomes in childrens' social care and educational attainment. Realignment of Assistant Children's Director and Director roles to support these improved outcomes has also taken place.

A new Director has been appointed who will continue with this transformation process supported by the Business Transformation team and the Council strives for a three star service. At this stage, due to the progress made, I will be making no proposed changes to the structures in the Children's Services.

3.7 Customer Management, Service and Care

Businesses selling to customers would be delighted to enjoy access to customer data in the volumes and of the quality we have; they would also dearly love to enjoy customers' trust at the levels we achieve. Local Government has traditionally not maximised this resource to ensure its business better meets customer need. In Peterborough, whilst we have had success in building a customer service centre, we must accelerate our efforts to build a fully integrated customer-focused service desk that uses information management modern IT to "remember" who customers are: to access their transactions; or to enable them to use self-service methods over the web or by phone.

Linked to this point, there is only one part of the Council (Children's Services) that has begun fundamentally to re-engineer its approach to customer management. In Children's Services, the task is being progressed as it would be in a business: demand is being analysed to identify patterns that will enable customers to be segmented according to their needs and preferences. In other parts of the Council, we still expect our customers to organise themselves to fit in with our departmental silos. We know that people seeking help with housing needs will probably need assistance with benefits and are more likely than most people to have circumstances that require support from social care teams. We know that many people progressing planning applications for small extensions will need help from a building control service. Therefore, looking forward, we need to be proactive on using this type of knowledge, saving us and our customer's time and reducing the cost of handling separate enquiries in separate departments at different times.

3.8 Senior Management

Turning now to the senior management arrangements. Our Corporate Management Team (CMT) which consists of myself, the Directors and Solicitor to the Council, is still too operational and "hands on" managing the organisation. CMT needs to move towards operating like a board of a large business, focusing sharply on performance and handling strategy. The operational focus of CMT crowds out the capabilities of our Heads of Service who should be managing their own operations. We also constrain our Heads of Service by asking them only to work inside their narrow silos. Further, there are considerable variances in job size within the Head of Service tier which needs to be resolved.

Finally, reviewing the impact of some of the challenges on my role, I know it is evident to many officers and members that too much of my time is taken up with handling complaints, and fire-fighting which should have been competently handled elsewhere in the organisation. This impacts on my working hours and my ability to deliver against my targets and goals. Any proposals I put forward must address these issues.

3.9 Performance Focus and Inspection

Knowledge of how to deploy performance management effectively in the Council is common place. We are steadily developing the knowledge and ability to use performance management techniques to improve areas of our services which are not performing well e.g. performance clinics, solutions centre. We need to mature and accelerate these techniques so that people are focusing their efforts on the right things. This focus needs to be extended to the partnership arena to enable the Council and its partners to respond to our new inspection regime, Comprehensive Area Assessment (CAA) and the extension of Ofsted's mandate and culture into Children's Social Care.

3.10 Value for Money

Moving away from traditional management approach Directors and Heads of Service will be tasked to drive further cost savings from outdated structures and working practices. This approach has served us well in Children's Services and in our Benefit Service.

3.11 Member Services

During the course of the last year some members from all groups have approached me with a number of criticisms as to how the Council works. The criticisms can be categorised as follows:

- Not knowing who to go to for information
- Not receiving information asked for in a timely fashion
- Officers not understanding the member's role
- Being passed from one Officer to another without resolution

I think these criticisms are legitimate and need to be addressed in the context of this review.

The proposed structure set out in paragraph four will bring clarity in addressing these issues, by improving service operations and by bringing them together into one place. In addition, I plan to publish a directory to all members that clearly signposts them to key contacts that will be able to help and answer their enquiries without being passed around the organisation.

4. The Solutions – where we need to be

I am conscious that the Council has undergone significant change in the recent past and so I have adopted the strategy that "if it's not broke don't fix it". Having assessed the challenges, I do not believe that this Council needs to go through major structural change, as much has been achieved already by the organisation responding positively to the business transformation agenda. However, there are some changes that I propose which, taken together, address many of the challenges set out above.

In addition, I take the strong view that developing the capability and skills of our workforce must be a priority and so the continued and long term investment in the Leadership Academy as well as addressing all our workforce must be a funded part of the Council's agenda going forward.

4.1 Proposed senior manager roles and secondment

The proposal introduces three new senior manager roles and a secondment:

Commercial Services Director – a new title for the Director of City Services, who would focus on preparing the ALMO, with the portfolio holder likewise preparing to work through a management board. The Commercial Services Director would in the interim be part of the partnership structure (comparable to Opportunity Peterborough) in the Deputy Chief Executive's division.

Executive Director - Operations – leading on service delivery, the Executive Director - Operations will drive service re-design, customer service improvement and the introduction of a consistent service management framework. This post is intended to deliver a step change in the performance of those service operations not clustered within Children's Services or the ALMO. Service operations from the Chief Executive's Department, such as neighbourhood services, community safety and housing options would be migrated to be managed under this new role. The new director role will work extensively with business transformation to complete the

step change in our approach to service improvement, introducing a customer-centre desk and over time removing duplication, multiple case handling and thereby cost.

The post requires an extensive public service background in operational efficiency, front-line customer service delivery and a passion for process improvement. Understanding our neighbourhoods and organising our services around delivery to the citizens will be paramount.

Deputy Chief Executive – My focus is, and will be on, leading the Council and Peterborough externally as we increasingly need to drive and deliver growth. To enable this to function effectively there needs to be a more senior role than the current Assistant Chief Executive position with explicit deputy responsibilities.

In addition the deputy role will assist in reducing the management time which I currently have to spend on operational and organisational issues. The new role will take our people resource into the heart of our organisation and lead a more sharply focused growth function. The rationale for moving HR to this role is set out below. The removal of operational responsibilities from the Head of Strategic Growth and Development, as set out below, will allow concentration and effort on the key strategic aspects of the growth agenda and its delivery alongside Opportunity Peterborough.

One key activity the Deputy Chief Executive will carry out is the management of the council's performance management framework as it applies to directors. This will not replace my one-to-ones, but it will enable me in those meetings to focus on the bigger picture and take a wider view, confident that the delivery agenda is dealt with effectively in other settings. This approach also allows the Deputy Chief Executive to progress some of the strong initiatives that have been commenced over the last year that are enabling us to pinpoint, diagnose and take actions to address performance issues, ensuring that the performance management of the most senior employees is coherently nested within the wider performance management framework .

Environment Partnerships Director – If we are serious about our commitment as a City to becoming 'environmental capital' resource is required at the most senior level to drive the joint programme through Opportunity Peterborough. Opportunity Peterborough is keen to ensure that existing expertise within the partnership drives forward their programme of change. I am in discussions with their Chief Executive regarding a possible secondment post to lead not just the individual workstream within Opportunity Peterborough but the partnership's commitment more generally to 'environment capital' status. Details of the draft Opportunity Peterborough job description are appended to this paper.

Opportunity Peterborough intend this post to be the voice of the City on environmental matters working closely with the Council and its partners to ensure we seek out, act on and deliver opportunities consistent with the priority we have committed to.

Members of the current CMT - There are no proposals to change the role of Director* of Adult Social Care and Performance, Director* of Children's Services and Director of Public Health. There are proposed changes to the title and Heads of Service reporting to the Director of Strategic Resources. The proposed new title of Executive Director - Resources is as set out below and it is proposed to remove HR from that Directorate, It is proposed that the roles of Assistant Chief Executive and Director of Environment and Community Services are deleted and the roles of Deputy Chief Executive and Executive Director – Operations created as above.

*There are job title changes to 'Executive Director – ' in the proposed structure documentation

Human Resources

It is absolutely plain to me that poor people management leads to poor morale, lost productivity and inefficiency. I want a workforce where everyone knows exactly what they have to do; why they are doing it; where problems are recognised and the workplace culture means they are fixed on the spot; where people are stretched, challenged, and supported to succeed; where future workforce requirements are understood, planned for, and proactively managed; within which future leaders are identified and developed, building a great "bench" for senior posts; and where you don't have to be a hero and sacrifice your personal life to do a great job because the business and management systems support and enable your work. I propose to bring HR into my department to the heart of the Council, so that we can accelerate the HR transformation which is not yet delivering the outcomes required.

Head of Service roles

The proposal will not just strengthen the tier itself, but will make it much more capable of working as a “bench” for Director positions, and make the roles more attractive to high-calibre managers.

The realignment of the Heads of Service roles go hand in hand with a strong emphasis on shared responsibilities and objectives, and performance management as a team.

The main changes are:-

- **Head of Strategic Growth and Development** – I have set out the ambitious agenda for growth in the city and to better facilitate the Peterborough City Council lead role in this. I propose that a more strategic Head of Strategic Growth and Development post focuses specifically on growth, economic development and infrastructure. The post will also be responsible for our critical external partnerships, especially with Opportunity Peterborough, and will drive bids for enhanced infrastructure funding.
- **Head of Cultural and Neighbourhood Services** – To effectively deliver the Council's cultural and community strategies we need a more effective service which brings culture, community and neighbourhood services together. The new role builds on existing post of Head of Cultural Services by adding the operational services including neighbourhood teams, community safety and New Link which are taken from the current role of the Head of Strategic Growth and Development, enabling that role to concentrate on the strategic growth agenda.
- **Head of Environment, Transport and Engineering** – Joining together the front line operational services within the transport, engineering and environment services provides the linkages we have been looking for both as part of the planning transformation and to deliver an integrated transport plan.

This new role builds on the existing post of the Head of Transport and Engineering by adding environmental and trading standards services, pest control and licensing.

- **Head of Planning and Development** - As a key role in delivering the growth of the City, this post will take responsibility for integrating the new planning and building control service together with responsibility for planning obligation agreements, their structure, resourcing and delivery with key partners.

This is a new role which requires a detailed operational focus on the customer together with a commercial approach to key accounts with developers, agents and the private sector in general.

- **Head of Business Transformation** – Business Transformation is the place where major step change happens. For this purpose the role is augmented, temporarily to manage, alongside the efficiency programme, three key corporate programmes, all currently at different stages of transformation; Customer Service, ICT and the Waste programme. These areas have been identified as needing some short to medium term challenge and are critical to the strategic business transformation of the Council and particularly to significantly improve customer service both internally and externally. Moving whole services into one place further evolves the business transformation operating model. It will create fit for purpose services which maybe repositioned within the organisations structures when exiting from its transformation, plus leave a legacy of skills, knowledge and experience which will be valuable in the continuation of delivering the overall change agenda. It is proposed that the Head of Customer Services will move into this area and report to the Head of Business Transformation. The emphasis and focus for the role will be to lead the project to deliver efficient and accessible services. The ICT service is in the process of moving to a managed service environment which will change the nature of the service significantly both in operational terms and in the requirements placed on the service going forward. A new role of Chief Information Officer is proposed to lead the Council in terms of overall ICT policy direction, business analysis, service oriented architecture and information management and governance. Pending the creation of this new role, and while these proposals are being developed, the Head of ICT will be managed by the Head of Business Transformation. A new role of Head of Integrated Waste Strategy is proposed to deliver the outcomes from within the Waste Strategy and as with the other two roles will also report to the Head of Business Transformation.

- **Head of Strategic Finance and Performance Improvement** – The Council is rightly proud of its financial prudence and use of resources score, being the most improved council this year. To further enhance our joined up approach to financial governance this role builds on the existing post of Head of Strategic Finance and Corporate Performance by the addition of audit and revenues and benefits which sit better in a group finance function. The posts of Chief Internal Auditor and Revenues and Benefits Manager to report to the Head of Strategic Finance and Performance Improvement

4.2 Finances

The restructure proposals are about building capacity at senior level within the Council. The proposals contain some one-off costs which will be funded from the Capacity Reserve. It is expected that the efficiencies demanded of the new team will drive out further cost savings from the structures

4.3 Summary of proposed changes to post

Posts proposed for deletion

Assistant Chief Executive
 Director of Environment and Community
 Head of Environment and Public Protection
 Head of Planning Services

New posts proposed

Deputy Chief Executive
 Executive Director – Operations
 Head of Planning and Development
 Head of Integrated Waste Strategy

Post with proposed content change

Director of Strategic Resources (New Title: Executive Director – Resources)
 Head of Strategic Growth and Development
 Head of Cultural Services (New Title: Head of Cultural and Neighbourhood Services)
 Head of Transport and Engineering (New Title: Head of Environment, Transport and Engineering)
 Head of Strategic Finance (New Title: Head of Strategic Finance and Performance Improvement)

Posts with no proposed change to job content or reporting line

Solicitor to the Council
 Director of Children's Services
 Director of Adult Social Care and Performance
 Children's Services Assistant Directors: Commissioning and Performance; Families and Communities; Learning and Skills, and Resources
 Head of Business Transformation (temporary post)
 Head of Strategic Property
 Head of Legal Services

Posts with proposed reporting line changes

Director of City Services and a proposed job title change to Commercial Services Director City Services;
 Head of Operations; Property Design and Maintenance, and Business Support Finance
 Head of Human Resources
 Chief Internal Auditor
 Head of Customer Services
 Head of ICT
 Head of Corporate Communications
 Strategic Planning Executive
 Head of Business Support (2)
 Revenue and Benefits Manager
 City Services Director
 Resilience Team Manager

Senior Management Arrangements (CMT & SMT)

I want to move towards a broader senior management team (SMT) that links Heads of Service and Directors together – both would meet separately to handle different groups of issues, but also meet quarterly on a shared improvement agenda. The traditional second tier will be reclassified to represent a range of specific roles and the removal of the unwritten rule – ‘the role must report to a director’. This broader tier will give the organisation the breadth it needs at this level, a healthy mix of skills and expertise whilst increasing flexibility rather than embedded roles in silos. This will boost the attractiveness of the jobs to high-calibre managers, but also add capacity and capability, enabling the reconfigured CMT, with its more sharply-focused roles, to drive strategy. I want to engender a real culture of active management in which performance culture is not just about target-chasing but a source of strength that helps the business continually improve delivery – building better services for the people of Peterborough.

Workforce Development

I have already described the leadership development programme the Council is investing in its managers and in particular tier three managers. This is vital to the success of the Council in delivering this agenda and will continue over the next few years. The programme is fully funded. Strong capable tier three and other managers are vital if we are to increase the size of some of the Head of Service roles. However, with the new CMT and SMT roles and responsibilities there will be a need to develop tier one (Directors) and tier two (Heads of Service/Assistant Directors) officers to match the new leadership capabilities of their direct reports, but also to plug the current leadership deficit identified at tier one and tier two at the moment.

To support this I propose a comprehensive programme post the restructure of individual and collective development for Tier 1 and Tier 2 leaders. The leadership capability of the organisation is critical to delivery of all our strategic goals, and, building on the Tier 3-focused Leadership Academy programme and the new management structure outlined here, it is timely and critical to introduce tailored development for the senior teams to help them deliver on their new roles.

I have commissioned Stanton Marris who will be introducing individual development support, including psychometric assessments and coaching by need, as well as more skills based training. We will also invest time and support now and over the next year in team development – for the Board and Heads of Service separately and as a group, as well as increasing the dialogue between this group and Tier 3 managers to embed effective leadership behaviours. In addition, we will work to understand the motivation and energy of staff more broadly to engage them and create a high performing culture across the organisation.

The investment in our employees, managers and senior managers has to sit firmly alongside any changes to structures or responsibilities as ultimately it is only well trained, motivated and skilled people that deliver.

5. Consultation process

The Council hopes to minimise the risk of compulsory redundancies, as far as possible, by assimilating staff, where appropriate, into the new structures and by ring fencing appropriate other posts, in the new structure, to potentially redundant staff. Affected staff will be offered the opportunity of assimilation (where job match exists). It is possible that staff not accepting a change will be in a redundancy/termination situation as a result of the proposed changes. The Council will comply with its re-organisation procedure in connection with the proposed re-organisation.

TIMETABLE FOR THE ORGANISATIONAL CHANGE PROCESS

2008: WEEK COMMENCING	WHAT
6th August 2008	Briefing of recognised unions/section 188
6th August 2008	Start of Consultation meetings
	Consultation and ongoing management review (30 days)
5th September 2008	End of Consultation
On or before 29th September 2008	Confirmation of outcomes, assimilation, ring fencing and offer/acceptance of change – where there is no impact on any appeals
	Appeals and selection process – ring fenced and external

6. Conclusion

- 6.1 Our plans are ambitious and our expectations high. The plans need delivering by the Council in partnership with our other public, private and third sector partners.
- 6.2 My proposals argue for changes to some senior management roles as well as continuing to support leadership training and development in the Council.
- 6.3 These proposals build a cohesive senior team, clear on its remit and focused on delivery. That delivery itself needs to focus on not only our growth and regeneration agenda but also improving outcomes for all of the communities this Council services through more effective service provision. Our culture must be demonstrably one of effective performance and resource management, efficiency, achievement and management of risk and this culture must be driven throughout our organisation.
- 6.4 I welcome feedback on my proposals as I want any changes I make to be robust and enduring. Feedback on alternative proposals would also be welcome as I appreciate the challenge that other views will bring to my thinking on this matter.