

Summary of consultees responses

During the consultation period consultees were invited to respond to the 'Delivering the City's Ambitions – Proposed Senior Management Structure' paper. Summarised below are the common themes to support the conclusion of the consultation.

Personal responses will be made to all those who provided feedback to this review especially where specific questions and suggestion have been made and the need for further clarification.

1. Acknowledgements

- a. Genuine open process.
- b. Confidence that the structure will resolve many frustrations and anomalies that currently exist.
- c. Potential to improve services to customers.
- d. Repositioning of CMT and the strengthening of its role to a board of executive directors.
- e. Pleased to see the 'growth of the city' has a pivotal profile in the organisation and central to the delivery of the Council's strategic goals.
- f. Structure reflects the direction the Council is going.
- g. Massive support for the leadership programme which will underpin this change.
- h. The approach to the continuing transformation journey whereby whole services are moved into this area.
- i. Performance management; organisationally close to achieving this and further focus to improve commitment.

2. Operational realignment

- a. Many of the consultees took the opportunity to explore their own areas in terms of realigning smaller functions, and by doing so have identified potential efficiencies in line with the overall context set out in the consultation paper. Examples of some of the areas now being considered are:
 - (i) Risk Management
 - (ii) Health & Safety
 - (iii) Regulatory services
 - (iv) Street scene (street pride)
 - (v) Movement of frontline operational teams to like minded areas
- b. Where functions were not proposed to move but have been identified by the consultees as potential changes they are keen to be involved in the decision making process and ownership.
- c. Further efficiencies can now be seen, the review has acted as a catalyst.
- d. Operations Directorate will be large and diverse and as it takes shape it is suggested this is regularly reviewed.
- e. Comments on the rationale for HR moving to the Chief Executives office and to report to the Deputy Chief Executive as this is traditionally seen as a support function and the impact on 'Manor Drive PLC'.
- f. Concerns about additional workload for some Heads of Service and the capability/capacity of their teams.

3. Structures and ways of working

- a. Recognition that CMT and SMT currently does not work effectively as a senior management team and the need for both groups to operate differently.
- b. Challenges for CMT and SMT in establishing accountabilities.
- c. Leadership of this senior management team is critical and comments on how behaviours need to change across these two tiers is the key to its success.

- d. Concerns that the Head of Service tier is too large making it challenging to develop a 'board style' concept.
- e. The review has highlighted the need to look at interfaces between tier 2 and tier 3. Further clarity is asked for in terms of accountabilities and the variance in job size.
- f. Suggestion that consultees are invited to refresh their job descriptions as part of the implementation / transition plan.

4. Governance

- a. Recognition that line management arrangements will not restrict access to key people.
- b. Constitution changes to empower Heads of Service to deliver.

5. Members

- a. Support for the need to clarify for members which officer is accountable for what and where nobody is currently accountable decide who this should be.
- b. Members supported so they understand the changes.

6. Strategic Partners

- a. Alignment of partners to the new structure needs to be considered and further clarity provided

In summary, the feedback has focused on Heads of Service considering the implications for their structures and how they can best bring their plans forward for discussion. A transition plan will be developed to capture ideas, including engagement with Heads of Service, so these suggestions can be worked through and made a reality.

Shaping and developing CMT and SMT as a senior management team is seen as a positive challenge and an important one.

Concerns in relation to how tiers 1,2 and 3 interact and clarity around what the broad accountabilities for each tier include and how this aligns to succession planning and personal development.

Other questions and points of clarity raised by individuals are not covered in this summary as these are confidential and specific to them as consultees, personal responses are being prepared to cover this.