



Report to: Appointments and Conditions of Service Committee

Subject: Management Restructure

Date: 9 November 2011

Author: Chief Executive

1. PURPOSE OF THE REPORT

This report provides an update on the management re-structure and, subject to the views of the Joint Consultative and Safety Committee scheduled for 7 November 2011, seeks the Committee's approval to proposed changes in management arrangements.

2. BACKGROUND

At the meeting of the Committee held on 31 August 2011, it was agreed to give further consideration to the Council's management arrangements beneath the tier of Corporate Director.

This was to take place after a further period of consultation with staff and unions on a revised structure.

This consultation began on 10 October and closes on 4 November 2011. The results of the consultation are scheduled to be considered at a meeting of the JCSC on 7 November and the JCSC's views and recommendations will be reported to this Committee.

Enclosed with this report is:-

- The report to the JCSC
- Copies of correspondence sent to staff directly affected by the re-structure
- A copy of the current structure, first draft proposals(July 2011) and revised proposal (October 2011)

3. OBSERVATIONS OF THE COUNCIL'S PERSONNEL MANAGER

Structural review of the most senior level of management within the organisation is underway and is being managed within the agreed staffing protocol.

The original consultation on the proposals for the structural review below this senior tier was full and open. Following the receipt of responses to this initial consultation and the development of further thoughts about the methods of service delivery, a revised proposal was produced and the period of consultation was extended by a further four weeks.

The time allowed for consultation has exceeded the statutory requirement and has allowed for proper consideration of how we might best deliver our services in the future.

Once agreed, the new structure will be populated in accordance with the agreed staffing protocol, designed to allow retention and redeployment of displaced employees where possible. Driven by the desire for improved service delivery, the proposals are inevitably quite radical and even with the use of this agreed staffing protocol there is potential for a small number of redundancies beyond the voluntary redundancy arrangements already agreed.

4. OBSERVATIONS OF THE COUNCIL'S SECTION 151 OFFICER

A significant review of the Council's management structure, as envisaged in this report, will undoubtedly lead to many posts being dis-established and therefore uncertainties as to which staff are successful in securing new roles in the revised structures.

The report highlights that a net reduction in the number of management posts is expected and, in these cases, absolute costing of savings (and the cost of change) are not possible. Therefore in examining the proposals a best case/worst case scenario has been evaluated and a range of likely outcomes calculated. Assumptions surrounding the following are the key drivers in these calculations.

- Maximum and minimum number of staff securing roles in the new structure
- Likely eligibility criteria for redundancy payments and early retirement
- Revised pay levels reflecting new responsibilities
- New pay and grading structures where appropriate

Taking these factors into account, it is estimated that the revised structures will deliver savings in the order of £160,000 to £225,000 per annum.

The redundancy and retirement costs associated with the revised structure range from £325,000 to £570,000 with a correlation between the higher the savings figure the higher the likely redundancy and retirement costs.

As a result of these calculations it is likely that the payback period for the changes will be in the range of 1.9 to 2.8 years and as such these proposals represent a sound business case for change.

5. **RECOMMENDATIONS**

The Appointments and Conditions of Service Committee is recommended:-

- i) to consider feedback from staff, unions and the JCSC on the latest round of consultation on the management re-structure;
- ii) subject to (i) above, to confirm changes to the Council's management structure as set out in the October 2011 proposal circulated with this report.

Chief Executive

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Our Ref: JR/SR

Please ask for: John Robinson

10 October 2011

Dear

CONSULTATION ON REVISED DRAFT MANAGEMENT STRUCTURE

Further to the earlier round of consultation, please find enclosed revised proposals for re-organising our management arrangements beneath the new tier of Corporate Directors.

In view of the fact that your current post is proposed to be removed from the establishment, I need to inform you of the potential risk of redundancy. The following posts are proposed to be added to the establishment and, if the revised proposals are agreed, you will have the opportunity to compete to secure one of these in accordance with the protocol circulated previously and that has been agreed with unions and elected members.

Service Manager, Elections and Members' Services
Service Manager, Public Protection
Service Manager, Sustainability and Asset Management
Service Manager, Customer Services and Information Technology
Service Manager, Community Engagement
Service Manager, Housing
Service Manager, Planning and Economic Development
Food, Health and Safety Manager
Community Safety, Partnerships and Performance Manager
Development Management and Building Control Manager

The job description and person specification for the post of Service Manager has already been circulated (job specific/technical aspects of the role will be added by Corporate Directors at a later point) and grades for each of the posts above are shown with the revised structure that is enclosed.

In recognition of the role expected of Service Managers in the Corporate Management of the Council, a 5% plussage is proposed to be applied to all Service Manager posts. Grades for new posts have been evaluated in accordance with our job evaluation process.

Grades for current Section Head posts, that are proposed to report to new Service Manager posts, will be reviewed when they are vacated.

The pay protection arrangements that will apply to the re-structure and for the future has been agreed as follows with the unions:-

Year One 100%
Year Two 75%
Year Three 50%
Year Four 50%

A decision in respect of those staff currently in personal pay protection situations has still to be determined.

I hope that all the above is clear. Come back to me if you are unsure about anything.

If you have any comments or suggestions on the proposals, please let me know by 4 November 2011. Feedback received will be considered by the JCSC prior to a final decision being made by the Appointments and Conditions of Service Committee.

Many thanks

Yours sincerely



John Robinson
Chief Executive

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11 October 2011

CONSULTATION ON REVISED DRAFT MANAGEMENT STRUCTURE

Further to the earlier round of consultation, please find enclosed revised proposals for re-organising our management arrangements beneath the new tier of Corporate Directors.

Your current post is to be re-designated as a Service Manager and the proposed job description and person specification have been circulated previously. (Job specific/technical aspects of each role will be added by Corporate Directors at a later point). As no substantial changes are proposed to be made to your existing post, the restructure does not place you at risk of redundancy, however, please be aware that further changes could be made to the structure before it is finally agreed by elected members.

In recognition of the role expected of all Service Managers in the Corporate Management of the Council, a 5% plussage is proposed to be applied to all Service Manager posts. Grades for new Service Managers have been evaluated in accordance with our job evaluation process.

The grades for current Section Head posts, that are proposed to report to new Service Manager posts, will be reviewed when they are vacated.

The Pay Protection arrangement that will apply to the re-structure and for the future has been agreed as follows with the unions:-

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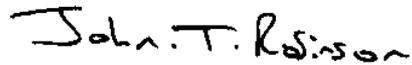
A decision in respect of those staff currently in personal pay protection situations has still to be determined.

I hope the above is clear, come back to me if you are unsure about anything.

If you have any comments or suggestions on the re-structuring proposals, please let me know by 4 November 2011. Feedback received will be considered by the JCSC prior to a final decision being made by the Appointments and Conditions of Service Committee

Many thanks

Yours sincerely

A handwritten signature in black ink that reads "John T. Robinson". The signature is written in a cursive, slightly informal style.

John Robinson
Chief Executive