



Report to Cabinet and Personnel & Resources Committee

Subject Departmental Restructuring of the Council

Date 1st February 2007 and 5th March 2007

Author Chief Executive

1. Purpose of the Report

The Purpose of this report is to bring forward to Members proposals for the re-allocation of functions and services between the departments of the Council, including the re-allocation of strategic and corporate responsibilities of Heads of Service, following the adoption of the vision for the Council and the acceptance by the Cabinet of Tribal's complementary proposals for shaping the Council's future service delivery. Any detailed staffing structure issues going beyond the simple transfer of whole sections will be the subject of further reports to Personnel and Resources Committee as necessary.

2. Background

My report entitled "Fit for Purpose" presented to Cabinet and Council in December proposed, essentially, a new statement of the principal functions of the Council so as to achieve a greater focus on:

- community leadership, neighbourhood governance, member support and development and the role of the ward member,
- customer services and the development of the customer interface
- strategic policy formulation
- a shared services/joint working approach to direct service delivery.

Tribal in their report advised that the Council should:

- increase the breadth and depth of the One Stop Shop so as to bring within it as many customer interactions as possible
- re-engineer business processes across the Council to facilitate the development of the OSS and so as to remove as much administration as possible from professional and direct services

- review workforce development plans so as to ensure the workforce has the skills and competencies required for the future operation of the Council
- adopt a strategic approach to partnering

It is now necessary to move on to the implementation of this vision and Tribal's proposals, which of course also needs to be done in the context of the tenants' ballot on housing stock transfer in summer 2007, the review of management options for the leisure centres and the County wide moves to enhance working between councils in the light of Gershon and the recent Local Government White paper. With regard to the Housing Department, whatever the outcome of the tenants' ballot, it would be appropriate for some of its functions to be re-allocated in any event in the light of the Vision and Tribal's work. Such a restructuring of the department would, however, also assist in the demarcation of any transferring "landlord" function and, if the ballot is in favour of a transfer, the complex task of managing the transfer itself.

Work has already commenced on reviewing the Council's Human Resource Strategy and the Workforce Development Plans. This will be carried forward in consultation with the trade unions and will be reported to Personnel and Resources Committee in due course. This report sets out the main structural proposals and seeks authority for me to take steps to implement the new structure along these lines.

It should be noted that the main purpose of this report is to bring about a re-organisation of the existing resources of the Council so as to achieve the re-focussing and re-positioning of the Council as set out in the Vision and Tribal's report. This report is accordingly about putting in place a structure which will enable the Council to achieve efficiency and service transformation in the future - it does not seek directly to implement service efficiencies itself.

3. Proposals

I propose that in future the departments of the Council be as follows:

1) Democratic and Community Services

Although the Head of this department will continue to be the Solicitor to the Council and Monitoring Officer, responsible for legal services accordingly, I propose that other elements of central support services be removed.

I propose to establish here the core neighbourhood governance role, bringing together the community projects, ABI and other community based work currently undertaken within the Cabinet Office with the member development and support work. This department would then have responsibility for:

- Community leadership and the development of the Council's work on neighbourhood governance, including the Council's work on ABIs, community projects and town centre management
- Member development and support, including developing the role of the ward member in the context of the neighbourhood governance agenda
- Scrutiny as well as other committee work and administration
- Elections and electoral registration
- The Civic function and mayoral support.

The department would accordingly provide the focus on neighbourhood governance and democracy.

II) Customer Services & Organisational Development

The Head of this department will remain the Council's principal personnel adviser and responsible for the core Personnel Section, but will also be given the corporate responsibility for developing the Customer Services function. Responsibility for Scrutiny support, ICT and the business process aspects of organisational development, as well as corporate health and safety will be transferred elsewhere.

I propose transferring the One Stop Shop and associated "front office" functions from Finance and telephone call handling from Legal and Democratic Services to this department accordingly and giving to the Head of Service the brief of implementing the proposal that the One Stop Shop be made "as broad and deep as possible". This will mean the progressive transfer of functions and resources into the department, as processes are re-engineered to allow this to happen.

It will be recognised that, as well as having the responsibility for developing "customer focus" within the Council, this department through the Personnel Section will also have the critical role of leading the cultural and "people" aspects of the transformational change which the Council is set to undergo.

The department would accordingly provide the customer focus for the Council

III) Corporate Services

I propose that in future the Head of this department, as well as being the S.151 Officer, be responsible for all aspects of central support services other than legal and personnel as explained above. I also propose to give to the Head of the department the responsibility of leading the drive for efficiency (including shared services and a strategic approach to joint working for all relevant services across the Council as recommended by Tribal) and for the re-engineering of business processes across the Council accordingly - essentially the "process" aspects of the

transformational change agenda to mirror the “people” aspects which the Head of the Customer Services and Organisational Development department will have.

This department will accordingly in the future be responsible, as well as for financial services and “back office” aspects of revenues and benefits, for:

- ICT
- Procurement
- Print Room and Printing Services
- Payroll
- Estates strategy and asset management
- Corporate health and safety

The department would accordingly provide the focus on the drive for efficiency.

IV) Strategy and Performance

I propose that this have the responsibility for strategic policy and research, performance and communications. In order to bring about the greatest possible co-ordination and alignment between the community planning, spatial planning and strategic housing planning functions of the Council in line with the White Paper I propose to transfer the Local Development Framework preparation and Housing Strategy functions here.

This Office would also retain responsibility for the Council’s strategic partnership work on the LSP, the CDRP, the LAA, the emerging Conurbation Area Agreement and the GNP, as well as for the Strategic Corporate Plan and co-ordinating the Council’s performance management processes.

The department would accordingly provide the focus on strategic planning and performance management.

V) Housing Services

As is indicated above, I propose that in future this department focus on the housing “landlord” function, including any aspects of the Council’s homelessness responsibilities which it might be decided should transfer to the new landlord should the tenants vote in favour of a transfer. This being the case, both the Strategic Housing and Private Sector Housing responsibilities will pass elsewhere as indicated in the report. It will be seen from this that the whole of the resulting “landlord” department will transfer out of the Council if the tenant vote is in favour of transfer.

The Council is yet to make a decision on whether the homelessness function should be transferred with the management of the housing stock. If it is, then that of course would then remain with this department.

VI) Planning and Environment

The Head of this department will continue to fulfil the role of Chief Planning Officer and will provide professional oversight of and advice on all of the Council's land use planning functions, which are of course fundamental to the Council's "place shaping" role. The department would be responsible, as now, for regulatory, enforcement, environmental health and public protection services.

As well as retaining development and building control, licensing, food safety and hygiene and environmental protection (including the wardens service and responsibility for the CCTV system), I would propose to transfer the private sector housing function here, building on its environmental health dimension, and, in order better to realise the efficiency potential of the CAPS system, the Land Charges function will also be transferred here from Legal and Democratic Services. The function of co-ordinating the Council's response to anti-social behaviour will also be transferred here, again to build on links with the Warden service.

The department would accordingly provide a focus on place shaping and regulating and influencing behaviour.

VII) Direct Services and Leisure Services

These two departments will continue to be the "delivery" arms of the Council and I propose no changes in them at this stage. However, if there is a "yes" vote in the tenants' ballot, then it will be necessary for the current role of the Head of Housing Services as "Children and Young Peoples' Champion" and the Council's representative on the Countywide CYP Partnership to be re-allocated. I would propose to give this role to the Head of Leisure Services.

Appendix 1 provides a high level summary of the functions that will be included within each department as a result of these changes. Heads of Service are giving consideration to the detailed structural changes which will be required as well as the timescale over which they will happen.

4. Heads of Service

The above proposals require the disestablishment of the existing Heads of Service and Unit posts and the creation of new ones as listed above. I propose to recommend to the Personnel & Resources Committee, subject to consultation, that all of these, including the post of Head of Strategy and Performance, be at the same level and at the same terms and conditions as

existing Heads of Service, which will have a small financial effect in the case of the Head of Strategy and Performance. Existing heads will be slotted into the new posts by agreement.

5. Implementation Timescale

I propose that the establishment of the new posts of Head of Service be implemented with effect from 1st April 2007. Functions will transfer between the new departments in stages in accordance with Appendix 2 attached. Some of the details with regard to this timescale will be affected by the decisions which the new Council will have to make as to its priorities after the election. It is anticipated that the new structure will be fully in place during the course of 2007/08.

6. Consultation

Trade Unions have been consulted on these proposals and responses received will be reported to the meeting.

7. Financial Issues

The intention is that re-allocation of functions as set out in this report should be broadly cost neutral, although there could be some short term costs, for instance in respect of any necessary office alterations. Insofar as new functions are taken on or existing functions are enhanced, there may be a need for new posts to be established, although the cost of these should be covered by the transfer of resources. Over time, however, these changes should enhance the Council's ability to transfer resources into new priorities and to achieve Gershon efficiencies. For this reason any additional one off resources arising from LABGI gains may be appropriate to be utilised to achieve this "spend to save" initiative.

8. Recommendations

- i) That the proposed basis for the restructuring of the Council as set out in this report be accepted
- ii) That the Chief Executive be authorised to implement further structural changes required to implement the report in stages as indicated in schedule 2 – subject to further reports to Personnel & Resources Committee as appropriate.

Appendix 1

<u>Democratic & Community Services</u>	<u>Customer Services & Organisational Development</u>	<u>Corporate Services</u>	<u>Strategy & Performance</u>	<u>Housing Services</u>	<u>Planning and Environment</u>	<u>Direct Services</u>	<u>Leisure Services</u>
<ul style="list-style-type: none"> • Legal services • Member services and support • Electoral services • Neighbourhood governance and community development • Town centre management • Committees, including Scrutiny • Civic and Mayoral support 	<ul style="list-style-type: none"> • Personnel • Customer services • One stop Shop • Telephone call handling • Training and staff development and welfare 	<ul style="list-style-type: none"> • Financial services • ICT • Procurement • Print room • Payroll • Strategic estates and property management • Revenues and benefits “back office” • Corporate health and safety • Audit 	<ul style="list-style-type: none"> • Strategic policy and planning • Research • Communications • Strategic partnerships • Crime and disorder strategy • Housing strategy • Local Development Framework • Performance management 	<ul style="list-style-type: none"> • Housing Landlord • Homelessness 	<ul style="list-style-type: none"> • Development Control • Building Control • Licensing • Environmental protection • Wardens and anti-social behaviour co-ordination • CCTV • Food health and safety • Private sector housing • Local land charges 	<ul style="list-style-type: none"> • Waste services • Cleansing services • Grounds maintenance • Fleet Management • Building maintenance and caretaking • Public toilets • Land drainage • Emergency planning • Car parks 	<ul style="list-style-type: none"> • Leisure and community centres • Allotments • Park and leisure development • Sports development • Tourism and twinning • Arts • Cemetery administration and burials • Youth • Events • Health & Wellbeing

