

CONSULTATION COMMENTS AND RESPONSES

1	Inaccuracies in job descriptions.	Now corrected.
2	Request for person specifications.	Person specifications now provided.
3	Need for flexibility in relation to work location.	Agreed and now built into job descriptions.
4	<p>Concern about the size of the OM Development post, the possible conflicts of interest as a result of having policy and planning under one manager and the danger that development management is always likely to take more resources.</p> <p>Suggested that any potential conflict could be mitigated by ensuring the HOS and OM have different skills or to ensure that policy work directly managed by the HOS. This would ensure that policy work doesn't get overtaken by day to day development matters.</p>	<p>The Business case proposes to bring together Planning Policy and Development Control. This is a means of aligning the policy function (which produces a LDP and provides policy guidance) with the decision making function (that should always have regard to policy). Such an approach is considered appropriate and it will be the responsibility of the Management Team to ensure that each element of the service is appropriately resourced.</p> <p>The various skills sets required will be an issue that can be addressed through the appointment process in due course.</p>
5	Support for transport matters being under one HOS but concern that this should also include Transport Policy (as well as the consideration of grant funding bids).	This concern is noted and accepted. As a result it is proposed that Transport policy and grant bidding be included within the Integrated transport unit (within Visible Services) and the proposal has been amended accordingly.
6	Assertion that the ITU will need skilled and professional management given its large and high profile remit.	Noted and in this regard the role of the new Head of Visible services and the management of the integrated transport unit will be fundamental.

<b>7</b>	Assertion that the location of the ITU will need consideration as the Dock offices are convenient for some parts of the service (i.e. public and school transport).	Please see reference to the response to point 3 above. This is a matter that can be considered further, although regard will need to be given to developing synergies between teams and allowing for appropriate management of teams.
<b>8</b>	Request for grades of the posts concerned.	Grades are now provided.
<b>9</b>	Support for move of Highway Development in the OM Engineering area allowing more flexible use of engineers in the long term.	Noted. This is part of the proposal and remains as such.
<b>10</b>	Support for the continued operation of the PMU and its location within the regeneration area.	Noted. This is part of the proposal and remains as such.
<b>11</b>	Suggestion that the drawing office / graphic unit needs to be more corporate rather than being tied up in a planning and regeneration support unit.	This comment is noted. The proposals relate to the senior management structure and although certain teams will have new reporting lines, this is a matter that can be considered further in due course.
<b>12</b>	Request for more detail on the administrative support for members of the new senior management team.	This is a matter that can be explored in more detail once the new structure is in place, whilst noting that both the current Directorates already have the benefit of Business and Administrative support.
<b>13</b>	Concern about potential “mismatch” between existing staff and new roles and potential redundancies.	This concern is noted and will be a matter that will be addressed through the implementation of the proposals and through the appointment process.
<b>14</b>	Assertion that the Director and HOS posts should be filled first as part of the selection/assimilation exercise.	This is noted and accepted, and the proposals will be taken forward on this basis.

15	<p>Suggested titles for new HOS roles:-</p> <ul style="list-style-type: none"> <li>- Head of Planning and Regeneration</li> <li>- Head of Transport and Visible Services</li> </ul>	<p>New titles are now recommended for the new post posts. For completeness, the following now applies in relation to post titles:</p> <ul style="list-style-type: none"> <li>• Director of Visible Services and Housing to be re-titled Director of Environment and Housing Services (to reflect the wider role including Regulatory Services, Leisure and Transportation)</li> <li>• Head of Visible Services to be retitled Head of Visible Services and Transport (to reflect the local and regional focus of this area)</li> <li>• Operational manager – Leisure Services (new post)</li> <li>• Operational manager – Highways and Engineering to remain as suggested</li> <li>• Head of Regeneration and Planning (new post)</li> <li>• Operational manager – Development Management to remain as suggested</li> <li>• Operational manager – Regeneration to remain as suggested.</li> </ul>
16	<p>Need to include public transport and road safety in business case.</p>	<p>Noted, and reference now made to these areas for completeness.</p>
17	<p>Need to recognise the fact that some existing posts will be effectively deleted and replaced with new roles.</p>	<p>This is noted. The proposals do result in the creation of new posts and deletion of other posts.</p>
18	<p>Concern about the lack of detail in relation to the three restructuring options within the business case.</p>	<p>The 3 options are provided and an outline given as to why one favoured option was progressed. There is no requirement to provide further detail.</p>
19	<p>Concern about sustainability of option 3 given the demands it will place on the time of the MD and suggestion that option 2</p>	<p>Noted, but on balance this was considered to be the most appropriate option, given the need to exploit synergies,</p>

	would be better (i.e. the wider role of the Director of VS&H with support from the 4 HOS).	build resilience and have regard to the capacity of individuals.
<b>20</b>	Greater clarity needed in relation to the role of the HOS Development Services (now HOS Regeneration and Planning) through the provision of the person specification).	Noted, and person specifications are now provided.
<b>21</b>	Suggestion that the transport planning role should be left in the development/regeneration area.	Noted, but given the links and synergies and the ability to provide resilience and capacity, the transport policy function is proposed as being within the integrated transport unit.
<b>22</b>	Suggestion that PMU should ideally report directly to MD or the Director of Housing and Environmental Services given the scope and reach of the work of the PMU and the fact that officers do not simply cover development/regeneration matters. Such a suggestion would retain the status quo in relation to the current reporting arrangements for the PMU.	Due to issues of capacity and the need to provide effective line management, this is inappropriate. The reporting of the PMU to a head of Service with responsibility for Planning and Regeneration is considered to be the most appropriate way forward. This is especially the case given that the Head of Service will in any event report directly to the MD.
<b>23</b>	Further detail requested in terms of the rationale for the drawing office to report to the Business Support Manager.	Noted, and please see reference to point 11 above, in which it is stated that this is a matter that will need further consideration in due course.
<b>24</b>	Requests for further details about the matching and assimilation/selection process.	This detail will now be provided as a result of the consultation period being concluded.
<b>25</b>	Requests for further details about salary protection / redeployment arrangements should this be necessary.	This detail will now be provided as a result of the consultation period being concluded.

26	Assertion that Events should be specifically referenced within the proposed new structure.	Noted. The structure proposals do provide only an outline / summary of areas of work. The business case has now been amended to reflect the importance of events.
27	Assertion that Countryside should be included with Parks in order to exploit economies of scale and delivery models and maintenance schedules.	The comment is noted and consideration was given to several options before progressing with the preferred option. That said, the Countryside structure has recently been reviewed and a new structure put in place. Whilst there are potential synergies in relation to the management of green spaces, there are also synergies with the Tourism and Regeneration agenda. The Countryside service inputs significantly into the regeneration agenda as well as into the visitor experience. In addition, it is worth noting that there is nothing preventing cross departmental work on maintenance regimes to ensure economies of scale.
28	Support for the proposals and the need to strengthen management in both Visible Services and Development Services. The transfer of services to Visible Services makes the remaining Development Services more manageable under a Head of Service, albeit the combination of the planning functions under one OM will need to stand the test of time. Keeping Planning and Regeneration together will assist in delivering regeneration priorities.	Agreed. This is the logic that underpins the proposals.
29	Some question about the fit of Arts and DFG's within regeneration but acceptance of the limit of alternative options.	The decision to transfer the Arts function was previously taken as part of the review of the Corporate and Customer Services Directorate in 2014. The business case merely reflects that decision and implementation. The DFG service remains within Housing Renewal, in part due to the very good progress made against the indicators which has seen significant and sustained improvements in recent years.

30	Support for the alignment of the Graphic Design/Drawing Office unit within Business Support, the PMU reporting directly to the new Head of Service, the integration of Leisure and Parks and the keeping of countryside and regeneration together.	Noted.
31	A suggestion that in an 'ideal world' it would have been preferable to retain the post of Director of Development Services in that it provided a balanced management structure and a focus on regeneration, planning and project management. It is understandable, however why option3 is being supported given current financial constraints.	Noted. The comment reflects the rationale for change and the need to revise and review working arrangements.
32	A suggestion that the business case needs to be clear about the reporting arrangements for the Project Management Unit and the fact that the PMU will continue to provide a corporate cross departmental support service.	This will be made clear in the report to Cabinet/Council. The revisions do not impact on the workings of the PMU that will continue to provide a cross cutting project management service.
33	Suggestion that consideration could be given to the PMU reporting directly to the MD – albeit that this may not be such an issue so long as the PMU continues to report to a high level Project Boards on a project by project basis.	Noted, however it would not be practical for the MD to assume day to day management of the PMU, hence the proposal to seek reporting lines to the new Head of Regeneration and Planning. It is accepted that high level Project Boards will continue to oversee major projects and initiatives.
34	Suggested need for the new Head of Service's Job Description/Person Specification to include reference to project management.	Noted and know incorporated within the relevant Person Specification.
35	An assertion that in evaluating the restructuring proposals it is important to be clear about the underlying principles and objectives (as set out in paragraph 5 of the report) and the need to clearly define those principles namely:	The need to look at day to day business practices as an area of improving capacity and building/exploiting synergies (and to be clear about the meaning of these aims) is noted. It will be of vital importance in all areas of

	<ul style="list-style-type: none"> <li>• Creating capacity and exploiting synergies</li> <li>• Making Savings</li> <li>• Work streams</li> <li>• Building resilience</li> <li>• Key issues and policies</li> <li>• Shrinking teams and increasing workloads</li> <li>• Joined up approach to management</li> </ul> <p>The refined definitions (as suggested by the contributor) are shown at the end of this summary) and are used to inform the assertions and suggestions as set out in 36 to 43 below:-</p>	<p>the Council as budget pressures increase.</p> <p>The issue in relation to savings is also noted. The review is not, however simply about cutting costs – it is also about adding resilience and allowing greater integration of work procedures, as well as taking what works and using what works across teams and across the Council.</p> <p>This review is taking place in the context of other key initiatives that are Council-wide – such as the Reshaping Services agenda, the communication with and engagement of all staff across the Council and other initiatives such as the Leadership Café.</p>
<b>36</b>	An assertion that the passenger function (which is at the early stages of its development) should be located with Development Management in order to capitalise from the operational associations and synergy with Transport Policy (which is a mature function).	The alignment of passenger transport with Transport Policy is accepted and it is for this reason that Transport Policy is now aligned with implementation within the proposed Integrated Transport Unit, in exactly the same way and using the same principle as aligning Planning Policy with Development Control within the same focussed Regeneration and Planning Division. The point is well made and it is clearly necessary to ensure the alignment of policy formulation with implementation.
<b>37</b>	An assertion that the transport function should be located with Development Management in order to capitalise from the operational associations and synergy with Transport Policy.	See 36 above.
<b>38</b>	An assertion that Road Safety should be located with the Traffic Section in Highways and Engineering given the similarity of the	The alignment of Road Safety within Visible Services is clearly supported and this has been proposed for this very

	issues and policies, the ease of integration, opportunity for increased resilience, better problem analysis, funding proposals and improved resilience.	reason. It is for this reason that all these functions report through to a new Head of Service.
<b>39</b>	A suggestion that Garage and Fleet Services is a major function in its own right, with no commonality with other functions and should be treated separately within a different operational group and reporting to an Operational Manager or maybe the Director.	<p>This may be the case and it will be an issue for the new Head of Service to decide and determine the best working arrangements in relation to the fleet and garage services.</p> <p>The comments relating to the possible direct reporting to the Director are noted, however given such a wide ranging Directorate and the need for rationalisation of reporting lines, this suggestion is not considered appropriate. Nevertheless, the direct reporting to the Head of Visible Services is favoured.</p>
<b>40</b>	Concern that the benefits of the Integrated Transport Unit may not be forthcoming given the disparate nature of the functions (Garage/Fleet, Passenger, Transport and Road Safety). The finer details including cost, management etc have yet to be discussed. It is assumed that there will be a need for a manager (at a cost of £50,000) which can be avoided if the functions are not grouped together. The management functions will be absorbed within the existing structure.	Please see related comments as set out above. The details re: cost and management will be a matter that will need to be reviewed by the Head of Service. It is however, not proposed to appoint a new manager and as a consequence the issues raised regarding costs are not directly relevant to this review. It will be a matter for the new Head of Service to ensure working cross discipline working achieves full integration, not only in relation to integrated transport but also in terms of exploiting synergies across teams in different operational areas.
<b>41</b>	Suggested business case for closer integration between the PMU and Highways and Engineering. This is based on the opportunity for sharing good practice, utilising functional skills, reducing time for project delivery, improving income generation,	It should be noted that the PMU, although until recently reporting directly to the Director of Development Services, do deal with a variety of corporate projects, and do not solely progress regeneration or highways related schemes.

	evaluation of outcomes and improving capacity and resilience.	As a consequence there is no proposal to amend the structure from that which is proposed given that the work is extremely wide ranging and cross cutting in nature.
<b>42</b>	Concern about the benefit of the role of Head of Visible Services and the strategic value it will bring given the diversity of the operational functions underneath. Suggested need to progress a much flatter structure (i.e. without the Head of Service which would save money (£80,000) and increase the autonomy of the OMs.	The role of Head of Visible Services is questioned in the context of the reshaping services agenda, but the reshaping services agenda is not only about reducing costs. It also considers a different way of working with partners (both new and existing) as well as managing demand and raising income. There also needs to be recognition that the Visible Services area is a critical 'front line' function and also that the Directorate as proposed is extremely wide ranging. Advocating a flatter structure must therefore be treated with caution and it is for this reason that the proposed structure is presented.
<b>43</b>	Support for the creation of the HOS Regeneration and Planning given the absence of a Director of Development Services.	Noted and part of the rationale for the restructuring proposals.
<b>44</b>	Lack of operational detail in one of the job descriptions.	Noted and amended.
<b>45</b>	Query re: link between operational areas and Article 12 of the Council's Constitution.	The reference to operational areas in all job descriptions fall within the summarised reference to the Directorate areas as currently set out in Article 12. As indicated, however, the Constitution will need to be reviewed in September following the outcome of this review.
<b>46</b>	Concern about practicality and appropriateness of a number of references in person specification.	Noted and amended where appropriate to do so.

47	Support for the extension of current operational areas for Highways and Engineering to include Highway Development.	Noted.
48	Possible need to reconsider the need to appoint the Head of Visible Services and instead to use any savings to strengthen teams underneath.	See 42 above.
49	Suggestion of pursuing links and commonalities between the Road Safety section and the Traffic Section.	See 38 above.

### **SUMMARY OF REFINED DEFINITIONS - AS SUGGESTED AS PART OF A CONSULTATIVE COMMENT (35 ABOVE)**

#### 1. Creating capacity and exploiting synergies

Capacity in its basic form means the maximum work output which a defined resource system (people or equipment) can produce. Synergy means the interdependent relationship based on co-operation which can produce more than the sum of the parts. To increase capacity and foster synergy we must look at day to day business practices.

#### 2. Making savings

The general approach to making savings is to reduce staff costs or overheads, the expectation being that the same level of continued service will be provided. There can be significant secondary effects which in fact lead to higher costs through a decrease in capacity, poorer or less service delivery, stress, lack of motivation and sickness absence to name but a few. In proposing savings it is important to bring to the present 'the shadow of the future'. By this I mean the consequential impact of the cost reduction, an area of study which is seldom fully investigated or appreciated. If the secondary costs are significant then there has, in real terms, been no cost saving. There is also another aspect to consider; sometimes posts are created which in fact do not add any real value to processes or delivery. They may become bottlenecks for information and decision making thereby frustrating operational efficiency.

#### 3. Work stream

The general definition is the different areas into which the business of an organisation is divided. In many ways the work streams of a business are connected, if not by staff, service or product, then certainly by the financial spreadsheet. Within local government, the work streams are numerous. There are work streams which by their very nature, through policy or frontline delivery or outcomes, sit together well in a coherent structure. It is important to identify commonalities in work streams because if they are similar then it is likely that the business processes and management will be similar. There will be an increased potential for building capacity through sharing resources, increasing resilience through difficult periods and copying good practices.

#### 4. Building resilience

This phrase is often used without really understanding what it means in a business environment. There are two general definitions; the ability for an eco-system to return to its homeostasis state after being disturbed. For local government, this is no longer an option. The second definition is the amount of potential energy a system has stored in its structure to be able to continue to undertake its normal tasks when stress tested. I use the word 'normal' because abnormal changes usually require a change in paradigm. In practical terms as applied to local government, the question of resilience is 'how will the service perform if an individual is not at work through holidays or sick leave or simply leaves and or there is a reduction in funding'.

#### 5. Key issues and policies

All business have either written or certainly unwritten policies. Every service will have key issues to deal with. When functions are grouped together in their 'aliveness' the staff is of a common mindset and outlook and therefore probably more aware of issue which impact everyone in the same functional area. Grouping similar functions together has a greater potential for increasing capacity, resilience and synergy, if cost savings are made. It also has an additional side effect of fostering creativity and innovation.

#### 6. Shrinking teams and increasing workloads

This has already been discussed under capacity, synergy, work streams and resilience. However, it is worth mentioning some softer management issues. In a challenging environment with smaller teams and greater workload, the cost of stress and sickness and lack of motivation can exponentially outweigh the cost savings made. Having likeminded people in a similar setting can foster mutual inter-personal support, empathy and understanding, these are valuable ointments which can soothe a harsh reality.

#### 7. Joined up approach to management

Management is the organisation and co-ordination of resources in defined activities to reach a desired outcome. The best form of management is to understand the task, review the resources, be aware of the nature of the staff (social workers are different to waste operatives) and why they fit the task (their natural disposition). It is to think how the service can be delivered with what is at hand. For local government in its present predicament, it means removing functional and often locational barriers between 'alike' functions. It means adopting similar, if not the same, coherent management systems across a functional area (to reduce costs and have more effective work streams). It means getting the right people in the right room (to create capacity, synergy and resilience) for the right reason to deliver a service which is right for the needs of the community and right for the financial purse. If this can be achieved then there is an unusual side effect; creativity and innovation.