

**BABERGH AND MID SUFFOLK DISTRICT COUNCIL****REVIEW OF MANAGEMENT CAPACITY - PHASE 1****CONSULTATION ON PROPOSALS**Background

This paper outlines the proposals for the first stage in the 3 phase focused review of management capacity outlined in:

<http://bdcdocuments.onesuffolk.net/assets/Uploads/Committees/Committee-Reports/Reports-2015-16/R23.pdf>

<http://apps.midsuffolk.gov.uk/CMISWebPublic/Binary.ashx?Document=14129>

It sets out the scope and purpose of Phase 1, explains the strategic context, explores what we need from our Management Board in terms of our strategic and Suffolk wide leadership and contribution, how the corporate core of the organisation needs to function to enable all that we want to achieve and proposes some changes to our current management structure.

This paper seeks to consult with and ask for feedback from all colleagues. I am interested to hear what you think of the specific proposals in this paper but would also ask you to consider the following questions and let me have your views:

- What is the role of Management Board (Chief Executive and Strategic Directors)?
- What capacity do we need at Management Board to enable it to fulfil its strategic internal leadership function at the apex of the interface with our councillors that complements that of our Leaders and Portfolio Holders?
- What capacity is needed for the increased collaborative working with partners across Suffolk?
- Will the increased emphasis on technical corporate core and support functions, and the addition of the Head of Corporate Resources and a new post of Head of Law and Governance with specialist technical skills at Management Board help strengthen that strategic and collaborative role of Management Board?
- What functions, advice, support and expertise do you think should form the *corporate core*?
- What currently works well and what is missing or could be improved in terms of the collaborative and strategic leadership, corporate functions, advice, support and expertise?
- How do you think we could embed the necessary corporate capacity across the organisation more effectively?

Please don't limit your feedback to these questions or to the specific proposals in this Phase.

Instead, tell us what is working, what could be better and what we could do as part of this management review to make things better from your perspective?

It really is as broad as that. All ideas gathered at this stage will be considered and reflected in the Phase 1 proposals and/or be picked up in Phases 2 and 3 as appropriate.

Those directly affected by these changes are being consulted individually. If anyone wants to discuss these proposals in private, please let Kate Wallett know.

As a result of the feedback received, these Phase 1 proposals may change.

### Responding to this consultation

Volunteers have already come forward to help with this work. A first meeting took place last week. More volunteers are needed. Please let Kate Wallett know if you want to get involved.

All written responses are welcome – to Kate, Amanda or Charlie please

Two meetings are being arranged for Corporate Managers during September – so feed your thoughts to your manager too.

Open house drop in sessions with Charlie have already started – if we need to organise more slots in the diary – please let Amanda know.

This consultation phase will close on 25 September.

### Scope of Phase 1

Phase 1 of this review will focus on two elements of our management capacity:

- Strategic leadership at Management Board level
- Senior leadership and management capacity in Corporate core services

Corporate Core Services include all those functions that are currently within the Corporate Organisation and Corporate Resources area.

### Purpose of Phase 1

Phase 1 will have both an:

- **External focus** - to ensure that our senior leadership is focused on and responds to the changing strategic and policy context in which both Councils are now working, including the increasing integration of and reform of public services across Suffolk, the need to work collaboratively with partners to deliver shared outcomes and to deliver the Government's and our councillors expectations in terms of local growth of housing and the economy and reform of local services.
- **Internal focus** – to develop the management capacity within the corporate core of the organisation, to strengthen the statutory officer functions and to provide greater specialist senior management capacity to:
  - Focus all our resources to optimise the achievement of our outcomes
  - Focus on doing business better
  - Focus on delivering best value in the corporate core of the organisation

### The strategic context

Since the current Management Board and Head of Service structure was created in 2011/12, the strategic context in which Babergh and Mid Suffolk District Councils operate has changed fundamentally:

- Both councils continue to strive for ever greater integration of their policies and operations where that is consistent with their individual ambitions and objectives
- Public services across Suffolk are being transformed to deliver better outcomes for less resource with collaboration and joining up of activities across the whole system
- The Government is driving economic and housing growth to ensure that more people become more prosperous and self-reliant and there is less demand for public services

The two councils are clear about their priorities and have a joint Strategic Plan. However, the recent change of political control at Babergh and new national government mean that our plan will need to be reviewed and refreshed. The Councils' medium term financial strategy will need revising in the light of the July 2015 budget announcements and the Comprehensive Spending Review in November this year. Against this backdrop the pace of delivery of programmes and projects will need to increase and our day to day services will need to be delivered more effectively and efficiently. Our core funding from Government will continue to reduce, the need to generate new forms of income will increase and we will need to use our resources even more wisely in future.

This first phase of the review of our management capacity aims to provide the senior strategic managerial leadership capacity to work with the Leaders, Portfolio holders and all councillors to develop and drive delivery of strategic outcomes in collaboration with partners across the whole Suffolk system.

### The corporate core

We are a complex organisation working within a complex environment. In order to deliver quality outcomes with reduced resources, the corporate organisation needs to function highly effectively and efficiently. The whole organisation needs to function as a single entity with a focus on our strategic outcomes embedded in everything we all do. There needs to be a way of doing things, the systems, the processes, the facilities, the advice and expertise that drives efficiency, effectiveness and positive impact from everything we do.

The "corporate core" of the organisation is not limited to centralised corporate support services. The corporate core is about all those things that go on within an organisation that affect us all, which need to work properly to **enable** us to do what we all need to do.

These include:

- How councillors and the workforce work effectively together
- How we take decisions – formal and informal, members and management
- How we make sure those decisions are properly informed by intelligence and insight
- How we work with our communities and serve our customers and citizens
- How we organise ourselves – working flexibly and being agile and responsive
- How we use our resources – finance, assets, people

- How we develop our capacity and skills
- How we ensure we meet all our legal obligations and do things properly
- How we use technology and take advantage of digital opportunities
- How we collate and use our information
- How we communicate within and beyond our organisation
- How we engage and involve others in our activities
- How we manage risks and assure ourselves that we are operating properly

Phase 1 also focuses on the management and leadership capacity in our corporate core and seeks to answer these important questions.

#### What needs to change?

The capacity within the corporate organisation and corporate resources need to be more closely linked and embedded within the strategic outcome focused activity in the place and people directorates. Every activity aimed at improving outcomes needs to be informed and supported by highly effective internal corporate services, systems, processes, advice and expertise. Currently, there seems in places to be a disconnection between corporate core services and support and the front line.

#### Taking current opportunities

██████████ has decided to leave Babergh and Mid Suffolk Councils at the end of September. ██████████ has spent over 25 years with Babergh and has been a key member of our integrated leadership team since 2011. ██████████ has led some key projects and has built up expertise, knowledge and experience which he is now keen to use in a new environment.

██████████ decision and ██████████ recent resignation provide an opportunity to reshape the Management Board and to build some core corporate specialist capacity at that level to work alongside the Strategic Directors.

#### The proposals at Phase 1

The Phase 1 proposals are shown on the attached structure diagrams and are as follows:

- To remove the post of Strategic Director – Corporate
- To change the Strategic Director “Place” and “People” job titles. There will be two generic Strategic Director posts – each with a focus on outcomes for places, communities and people with each retaining their leadership responsibility for services (to be reviewed at Phase 2 as necessary) but working collaboratively to lead delivery across the whole organisation
- To remove the post of Head of Corporate Organisation
- To remove the post of Corporate Manager – Legal
- The Corporate core will be led by:
  - The Chief Executive (Head of Paid Service)
  - Head of Governance and Law (Monitoring Officer)
  - Head of Corporate Resources (s.151 Officer)

These are the statutory officer posts responsible for ensuring the proper working of the organisation. The post-holders in s.151 and Monitoring Officer roles will require the appropriate public finance and legal qualifications.

These will be senior level leadership and commissioning roles – responsible for developing the corporate core functions that will drive a high performance and an efficient and effective organisation that optimises the use of all its resources – human, financial and physical – to ensure that it functions in a streamlined way and it has the capacity to drive change and transformation.

The functions that would sit within each post's remit will be developed and refined during Phase 2. However, during the continuation of Phase 2 and 3 and subject to agreeing the detailed transition arrangements following consultation the new Head roles will take responsibility for the following functional areas:

- Law and Governance – Governance, Legal, Elections, Project and Programme Management, Business Improvement, Audit and Risk Management, Communications, Commissioning
- Finance and Resources – Finance, Revenues and Benefits, ICT, Information Management, Customer Access, HR/OD and Asset Utilisation

Both Head post-holders will be members of the Management Board and would work closely with the two Strategic Director posts as well as the Chief Executive.

Charlie Adan

26 August 2015

