

MESSAGE FROM CHARLIE - OUTCOME OF PHASE 1 CONSULTATION OF THE MANAGEMENT REVIEW

We have concluded the consultation for phase 1 of the Review of Management Capacity. I was enthused and delighted by the amount of people showing commitment into the future of the organisation and offering thoughtful and well considered feedback. The feedback received has proved insightful in terms of the changes we have achieved over the last three years and where we still have opportunities to develop.

The purpose of the management review is to make the best use of our resources within the context of devolution, latest government initiatives, our strategic priorities and delivering core services with less core revenue funding.

Feedback from Phase 1

A significant majority of the feedback was wider than the changes recommended within the initial phase 1 proposals. What emerged from the feedback were two different themes, changes that relate to structure and those that relate to the wider development of the organisation.

1. How we organise ourselves and structural issues made up about 10% of the change needed, including aspects such as:
 - Organising the work so areas are better connected, where tight groupings are required and overcoming disconnects
 - Aligning resources around the 'work' of the councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
 - The Head of Service team, design, focus and impact of the roles
 - Strong support for the leadership roles outlined within the corporate core of Chief Executive (Head of Paid Service), Head of Law and Governance (Monitoring Officer) and Head of Corporate Resources (s. 151 Officer).
 - How to mitigate the impact of proposed changes at phase 1 on the operational management within the corporate core

2. The wider aspects of organisational development made up around 90% of the change needed, some of the key themes included:
 - Better opportunities to develop the technical management skills within the organisation
 - Develop clearer, concise and focused communications
 - Consider how we increase focus and impact of our resources
 - The number and focus of projects
 - Amount of work matching the organisational capability and capacity
 - A more comprehensive sense and understanding where we are heading (acknowledging the emerging nature of our organisational context)
 - Developing a shared sense of learning, success and achievement
 - Acknowledging a developing culture that supports change, empowerment and collaboration, yet also how to maximise and focus resources, develop sense of personal role and responsibility (how the jigsaw fits together)
 - Increasing the linkages and strengthening the enabling role of the corporate core functions

Outcome of Phase 1

As a result of the feedback, I have decided to implement the key changes proposed within phase 1 which are:

- Removal of the posts of Strategic Director – Corporate, Head of Corporate Organisation and Corporate Manager - Legal
- The corporate functions to be led by the two statutory officer roles of Head of Law and Governance and Head of Corporate Resources
- Change of job titles from Strategic Director ‘Place’ and ‘People’ to Strategic Director

The functions that sit with the Head of Law and Governance, and Head of Finance and Resources will be developed and refined in the next phases. Based on initial feedback the interim functional responsibility will be as follows:

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

These changes will be effective from Monday 2nd November 2015.

██████████ who held the post of Head of Corporate Organisation, will be remaining with us to support the transition, with the possibility of an alternative role becoming available during the next phases.

These changes are with the understanding that some of the feedback received will be incorporated into the design of the next phases.

Next Phases

The purpose and focus of the review remains the same, which is to fine-tune the organisation and continue to develop the organisation from within through supporting the workforce to embrace change.

We recognise this can be an unsettling time and are aiming to strike a balance between being quick to communicate and developing well-considered proposals. Therefore based on feedback we are going to incorporate all structural changes within the phase 2 and the skills, learning, personal and organisational development aspects within phase 3. Using the feedback received so far we will shape a proposed management structure for consultation.

In the next 4 weeks, communications on the proposed management structure will start:

- Firstly, with individuals directly affected by the proposals
- Secondly, to individuals and teams indirectly affected, such as proposed changes to their management
- Thirdly, the wider organisation

As required the two leaders and members will be communicated with by myself. Throughout we will continue to work closely with the unions to ensure we are fair and supportive to individuals affected.