

Message from Charlie – Phase 2 Management Review Proposals**Purpose**

The purpose of the management review is to ensure we have the right management capacity with the right skills to provide the right leadership. This is critical in creating the right conditions to lead our people and manage our resources to best effect to achieve the councils' ambitions. This is within the context of devolution, a programme of public service reform, integration and transformation across Suffolk, latest government initiatives, our strategic priorities and delivering core services.

The proposals are closely related to the Joint Strategic Plan refresh, updating of our Medium Term Financial Strategy (MTFS), agreeing the budget for 2016-17 and re-shaping of our delivery programme, projects and plans to ensure our resources are aimed at achieving the best outcomes for the people and places in Babergh and Mid Suffolk.

Proposals

The proposals build on the feedback and discussions from the initial phase 1 changes, and further assessment and analysis with the Management Board and other colleagues. Phase 2 focuses on the aspects of organisation design and structure. Phase 3 will address the wider organisational development aspects and will follow in the New Year.

In developing the proposals, the key outcomes in phase 2 are to:

- Continue to develop an organisation which is agile and adaptable, where people are increasingly networked both internally and across the Suffolk system
- Organise work so key areas that overlap are better connected, and to create tight groupings of activities where required to strengthen linkages across the organisation.
- Align and focus resources to the outcomes of the councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
- Create senior leadership that is similarly outcome focused and has a real positive impact
- Consider the implications of proposed changes on operational levels within the organisation

The reviewed structure

The structure diagrams show two aspects of the proposed organisational design. Diagram 1. shows the classic organisational chart with reporting (for pay and rations), diagram 2. shows how we envision the organisation working – as a networked organisation. This reflects the need to develop the organisation and roles with a strong outcome orientation. No single service area can deliver outcomes alone – many activities overlap and will need to function in a joined up way to maximise impact from available resources.

The key overall structural changes are:

1. Development of a new **Senior Leadership Team (SLT)** which replaces the Management Board and Heads of services teams. This will comprise of the Chief Executive, Strategic Directors, Statutory Officers and Heads of Service. This aims to align resources against outcomes and support the effectiveness of leadership and decision making by minimising the organisational layers.

2. Re-alignment and re-organisation of specific areas within the **Corporate Management Team (CMT)** to focus on strategic priorities, maximise efficiency, and align resources against emerging outcomes and create better groupings and linkages.
3. The savings within the SLT and CMT levels within the organisation provide the opportunity to re-invest:
 - a) In a targeted layer of **senior professionals, service managers and team leaders**. The proposals at Phase 2 include 2 of these posts, Professional Lead – Housing Enabling, Professional Lead – Key Sites and Infrastructure
 - b) A flexibly resourced **programme and transformation capacity**. This will enable us to build in house capacity and reduce our use of interim resource where permanent capacity is unnecessary. One such post is proposed as a 2 year Fixed Term Contract in Phase 2 – CM Public Access Transformation.

Phase 3 will build on these proposals.

Financial Implications

It was agreed, with councillors, that subject to one-off transition costs, the focused management review would be cost neutral or better, with transition costs being re-couped within 2-3 years. These Phase 2 changes mean we are on track in this regard.

The further work at Phase 3, to develop capacity as set out in the proposals (at paragraph 3 a and b above) will seek to develop additional senior capacity within the financial parameters set for the focused management review. Some of that additional capacity will be funded from one-off or temporary funding, where the cost/benefit and/or business case for any such capacity warrants it. The full financial implications of the review will be reflected in our 2016-7 budget and our MTFS.

An innovative solution to our senior capacity in ICT and digital strategy and transformation is to co-opt [REDACTED], Head of CIO Architecture and Design, Suffolk County Council to be a member of our new SLT. This will be an integral part of our existing ICT arrangement with SCC, ensuring we have the right high level technical and strategic expertise in the SLT. It will enable us to continue to align our digital strategy and delivery with the County Council and others to further the Suffolk public service reform agenda.

Communications and Next Steps

Communication on the proposed management structure has been:

- Firstly, with individuals directly affected by the proposals
- Secondly, with individuals and teams indirectly affected
- Thirdly, the wider organisation

Communication with the two Leaders and councillors will continue as required. Although as Head of Paid service it is my responsibility for the management structure, I am keen to hear the views of members as it is important that the management structure reflects the political administration's priorities and has the confidence of Council members.

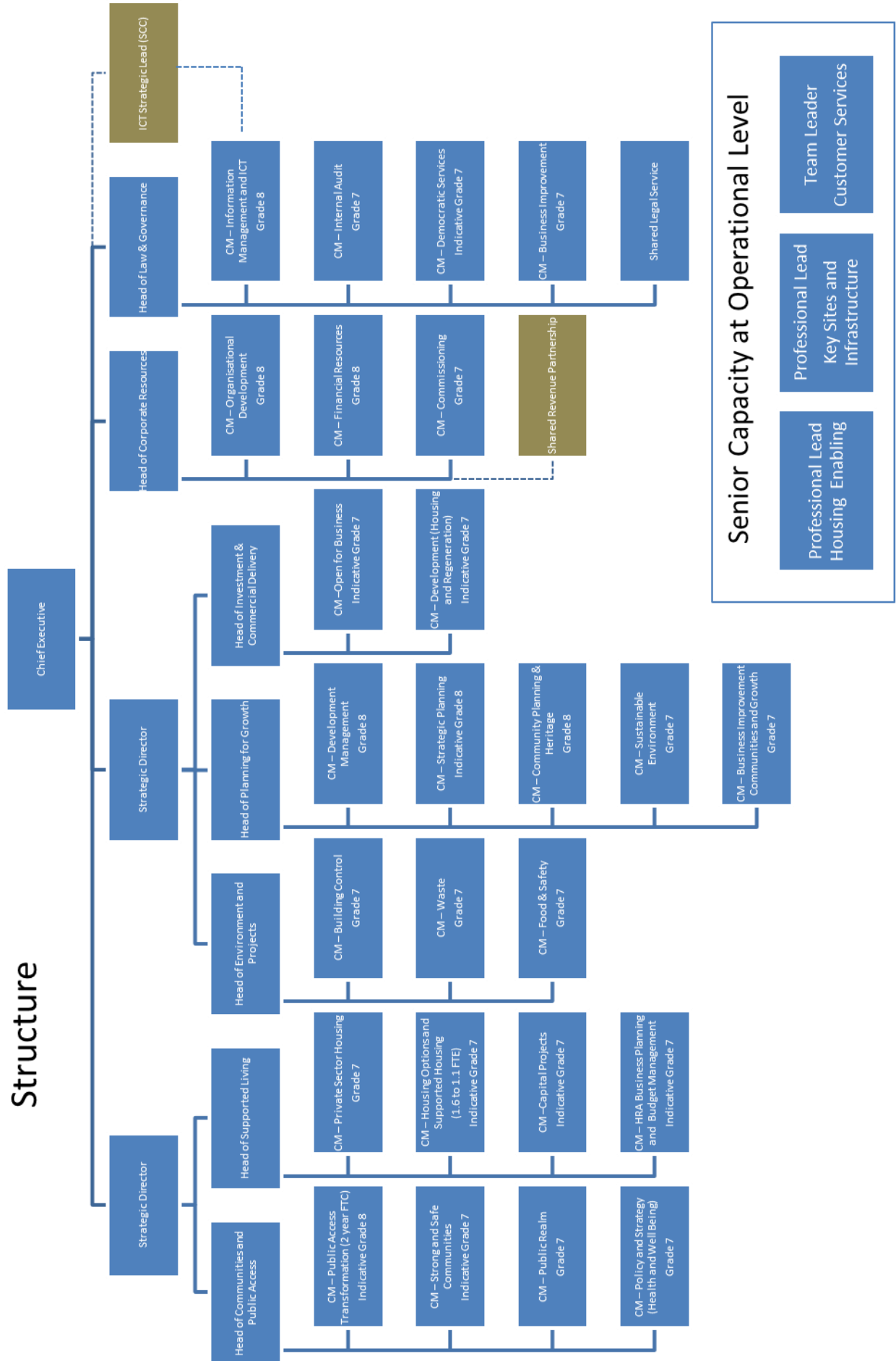
Throughout we will continue to work closely with our union colleagues.

Consultation with individuals directly affected started this week and the consultation will close on Monday 4th January. We feel it is important that the individuals concerned have time to reflect and have opportunity to feedback. Team briefings have also been held with teams whose line

management is potentially affected. During the consultation we are continuing to develop the team reporting lines. We would welcome feedback from the teams and the wider organisation on the proposals and the team reporting lines, please send comments through to either Amanda Betchley or Tracy Huckfield (Interim HR Business Partner).

Role	Role Focus
Strategic Leadership Team	<p>Working closely with members to deliver the strategic leadership and direction of the organisation. The SLT aims to provide a cohesive and coherent leadership impact within the organisation. They are collectively responsible for creating the organisational conditions that enable the organisation to achieve its strategic outcomes and priorities.</p> <p>The chief executive, strategic directors and heads have distinct roles within the SLT. The role of SLT in leading and influencing externally across the Suffolk system will be critical in making best use of resources and maximising the impact of public sector resources both across the system and internally.</p> <ul style="list-style-type: none"> • The chief executive, with strong and productive relationships with the leaders and members, will provide the vision and leadership for the organisation • The strategic directors corporately set the pace of transformation internally, providing thought leadership and strategic leadership across the councils. Their role will encompass working across the wider Suffolk system at a strategic level • The heads of service lead specific focus areas for the organisation, working cross organisationally to translate strategy into operation. These roles are a blend of commissioning, designing and transforming services, maximising resources, improving services and supporting the delivery of cross-cutting projects, delivery groups and networks
Corporate Management Team	<p>The Corporate Management Team is collectively and individually responsible for leading and managing the operational delivery within the organisation and to use resources to drive change and transformation of our operational services to meet strategic objectives.</p> <p>Their role in leading and supporting the ODTs to deliver outcomes will be key. This will involve working across a networked organisation and system to influence, ‘resource weave’ and innovate.</p> <p>They will maximise their team’s technical expertise, working collaboratively and constructively within the organisation</p>
Senior Professional, Service Managers and Teams Leaders	<p>This is a critical element of the organisation as we continue to transform into the future.</p> <p>A key impact will be to support the organisational effectiveness and the achievement of its strategic outcomes. This group with their depth of specific knowledge and expertise will work in a collaborative and cross-organisation approach within our networked organisation.</p>
Programme Management and Transformation	<p>This provision will be a mixture of temporary and permanent post holders with an aim to develop a strong in house capacity. Developing the organisation’s capability to transform, new models of working and projects in line with an agile approach.</p>

Proposed Management Structure



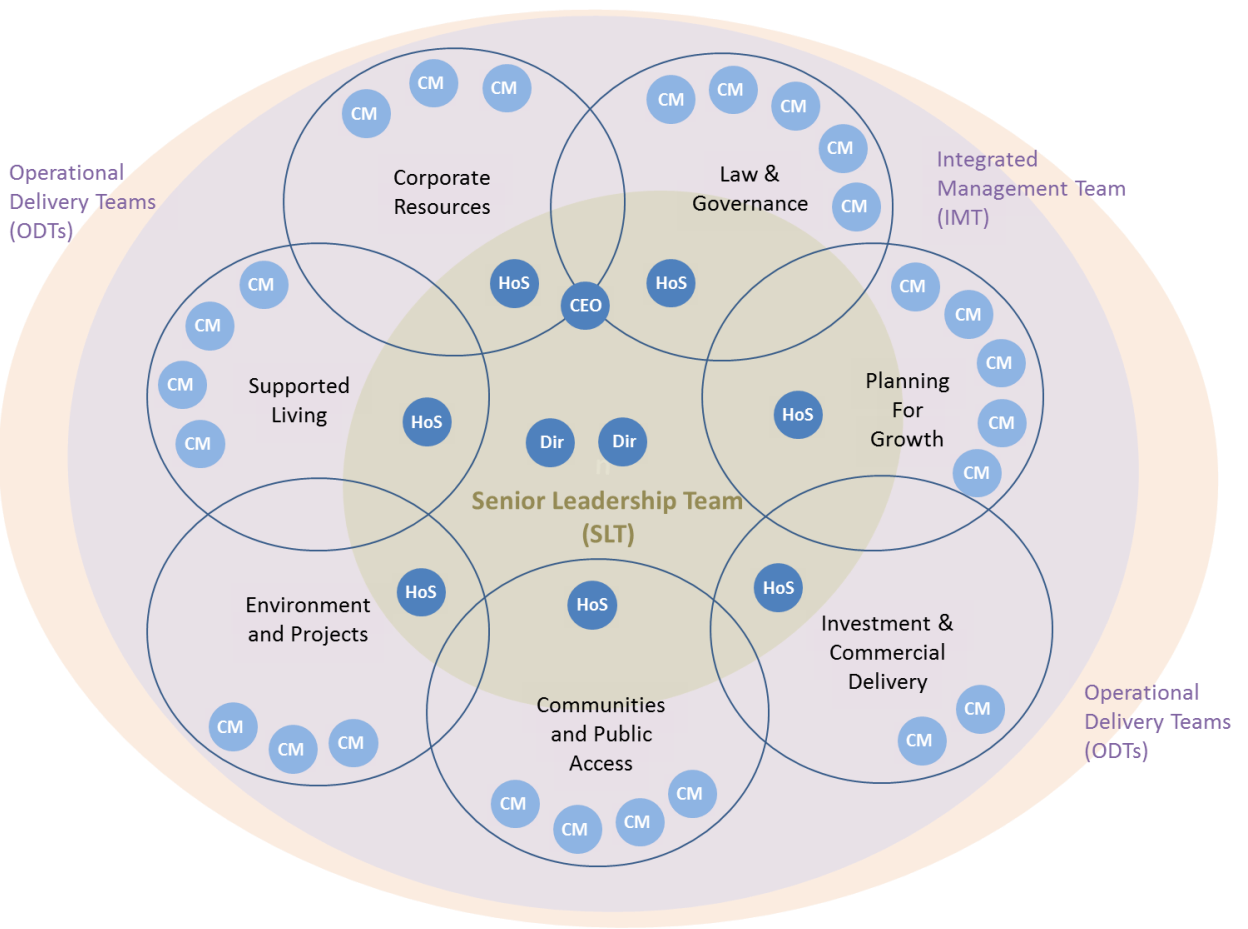


Table 1. Posts at risk which are ring fenced

Within the proposal, a number of posts are changing, merging, being reorganised and /or realigned, to better enable us to deliver our strategic aims. These roles and the rationale for the proposals are detailed below. They are ring fenced for the people who are currently in the roles, where 80% or more of their current role will be contained within the new role.

Table 2. Posts at risk with no ring fence

Our future direction and strategic aims require us to refocus our resources or devolve activities or realign responsibilities with new and different key areas across the organisation to achieve greater efficiency or cohesiveness and support of activities. Where this is proposed, some roles will be removed from the structure. While there is no direct pool of ring fenced new posts proposed for the individuals affected by these changes, there are new opportunities which may provide some opportunities for redeployment.

Table 3. Ring fences

Where posts are ring fenced, the ring fenced posts are outlined in this table.

Table 4. Posts with no substantial change

These posts are not subject to any structural changes as part of this proposal. However ways of working will be developed to ensure everyone across the organisation can operate in a networked way. This will include working with key individuals or within teams, which do not necessarily sit within their reporting line or even their department, to enable the agility and flexibility we are aiming for and to tap into the skills and talents we have within our workforce, using these to not only deliver our future strategy but also to develop our people. The Shared Revenue Partnership arrangements will remain unchanged.

Table 5. Posts with change in line management

A key continuing aim of the design of the integrated management structure was to create an agile and flexible organisation. As the public sector role (what and how we do it) continues to change at an ever increasing rate with new delivery models, the roles within our organisation have and will continue to evolve. This is reflected in the roles in the table with the outcomes and purpose of the roles remaining largely the same, yet with an increasingly networked organisation approach and potentially a continuing evolution of what the role is directly responsible for. One such move in responsibilities is leisure services. Both Councils have indicated the need to conduct a strategic review of leisure services across the two districts, this will be a major project and therefore will sit within Environment and Projects.

Table 6. and Table 7. New posts

To enable the councils to achieve the strategic outcomes and priorities, the new posts are focused on providing the capacity and capability to take the organisation into its next phase of development. Some of the posts are ring fenced or slot ins if 80% of the existing role will be contained within the current role.

Table 1. – Existing posts being placed at risk which are ring fenced

The posts below are at risk and ring fences are detailed in table 3.

Posts at Risk	Rationale for proposal
Head of Economy	Economic and housing growth is a critical area for our organisation. This is reflected in the proposed strengthening and re-designing of this area including an increased focus on delivery and investment
Head of Economy (Planning Sustainable Growth)	As above
Head of Economy (Investment and Development)	As above
Corporate Manager Housing Options	Creation of new role – Corporate Manager Housing Options and Supporting Housing. A new housing model will be needed in the future, proposed changes give an opportunity to rationalise resources at management level
Corporate Manager Supported Housing	As above
Corporate Manager Safe Communities	Creation of new role – Corporate Manager Safe and Strong Communities. New role gives the strategic alignment to the newly shaped safe and strong group under the health and well-being board. Following the intelligence that we are in two of the safest places to live, this change reflects our need to focus our resources on building community capacity and engaging communities in growth
Corporate Manager Strong Communities	As above
Corporate Manager Strategic Housing	To meet future strategic challenges, a local Housing Strategy needs to be developed to align with the Economic Strategy, local spatial planning and infrastructure delivery. Development advice needs to be separated following governance advice and enabling activity needs to align to supported living and the delivery of the Health and Housing Charter
Corporate Manager Economic Development and Tourism	Creation of new role – Corporate Manager Open for Business. Reflects renewed organisation focus on being open for business and driving purposeful business relationships and economic growth. A new local Economic Strategy needs to be developed in the Strategic Planning role which will drive the activity and link to the Suffolk and New Anglia growth plans. This new role will retain responsibility for licensing as a key part of business growth work.
Corporate Manager Licensing	As above
Corporate Managers Development Management	Recognition that the organisation will require in the future, clear integrated leadership and approach, to develop and deliver on the growth agenda. The focus will be on delivery of a fast and efficient service to deliver the strategic ambition of both authorities
Corporate Manager Elections and Electoral Management	Creation of new role – Corporate Manager Democratic Services. The proposed change gives opportunity to rationalise at management levels and bring closer elections and committee teams. It will also enable the development of robust governance and decision making
Corporate Manager Governance	As above

Table 2. – Existing posts being placed at risk with no ring fence

Posts at Risk	Rationale for proposal
Corporate Manager Asset Management	New approach proposed, re-designing and separating out commissioning and contract management for capital projects, responsive repairs and budget management for General Fund and Housing Revenue Account.
Corporate Manager Spatial Planning Policy	The role and purpose of spatial planning has changed. The future direction and creation of a new role will connect Economic strategy, Housing strategy, spatial planning and infrastructure development with a strong focus on delivery
Corporate Manager Business Improvement (Place)	Opportunity for efficiency saving with post vacant and work being re-designed
Corporate Manager Communications	A new approach for communications is proposed with internal communications and staff involvement becoming part of Organisational Development as this aligns OD work. Community and external communications will become part of the Strong and Safe Communities team to facilitate better engagement between the organisation and our communities.
Corporate Manager Asset Utilisation	New approach proposed to assets and investment. Specific advice will be commissioned to develop an investment strategy and delivery model
Corporate Manager Housing Revenue Account	New approach proposed to the work previously done in this area. Sites development and viability will be part of the generation and development role. The approach will develop on income management, business planning and budgetary control for all HRA capital expenditure being aligned together due to the challenge in delivering a viable business plan for the future

Table 3. - Ring fences

New Posts	Posts 'ring fenced' to the posts listed in the column to the left
Head of Planning for Growth	All Heads of Service placed at risk
Head of Investment and Commercial Delivery	All Heads of Service placed at risk
Corporate Manager Strong and Safe Communities	<ul style="list-style-type: none"> • Corporate Manager Strong Communities • Corporate Manager Safe Communities
Corporate Manager Open for Business	<ul style="list-style-type: none"> • Corporate Manager Economic Development and Tourism • Corporate Manager Licensing
Corporate Manager Housing Options and Supported Housing	<ul style="list-style-type: none"> • Corporate Manager Housing Options • Corporate Manager Supported Housing
Corporate Manager Democratic Services	<ul style="list-style-type: none"> • Corporate Manager Elections & Electoral Management • Corporate Manager Governance
Corporate Manager Development Management	<ul style="list-style-type: none"> • Corporate Manager Development Manager (2 posts)
Professional Lead – Housing Enabling	<ul style="list-style-type: none"> • Corporate Manager Strategic Housing

Table 4. – Posts with no substantial change and job matched

Post in proposed structure	Existing post job matched (slot in)
Corporate Manager Private Sector Housing	No change
Corporate Manager Heritage and Community Planning	No change
Corporate Manager Waste	No change
Corporate Manager Food and Safety	No change
Corporate Manager Organisational Development	No change
Corporate Manager Internal Audit	No change
Corporate Manager Business Improvement (Corporate)	No change
Corporate Manager Financial Services	No change
Head of Corporate Resources	No change
Head of Supported Living	Head of Housing
Head of Communities and Public Access	Head of Communities
Head of Environment and Projects	Head of Environment
Corporate Manager HRA Business Planning and Budget Management	Corporate Manager Tenant Services
Corporate Manager Sustainable Environment	Corporate Manager Environmental Protection
Team Leader Customer Services	Corporate Manager Customer Services
Corporate Manager Policy and Strategy (Health and Well Being)	Corporate Manager Healthy Communities

Table 5. - Roles unchanged, but moving areas

Role	Moving areas and rationale
Corporate Manager Business Improvement (People)	To Planning for Growth to support community planning and growth
Corporate Manager Building Control	To Environment and Projects in line with current work to develop and deliver a new model for building control for the future
Corporate Manager Public Realm	To Communities in recognition of connection of work between Public Realm and communities. This aims to join more closely work around community assets to maximise community capacity, health outcomes and cost reduction
Corporate Manager Information Management and ICT	To Law and Governance , in recognition of the increasing role information governance will take in the future
Corporate Manager Commissioning	To Corporate Resources grouping people, financial resources and commissioning closely

Table 6. – New posts with ring fence or slot in

New Role	Rationale for proposal
Head of Planning for Growth (Ring fenced)	Reflecting organisation's strategic outcomes and priority focus on creating the conditions for growth and ensuring the delivery of both housing and employment opportunities.
Head of Investment and Commercial Delivery (Ring fenced)	New role reflecting the organisation's strategic outcome and priority focus on economic growth and securing investment returns
Corporate Manager Strong and Safe Communities (Ring fenced)	New role gives the strategic alignment to the newly shaped safe and strong group under the health and well-being board. Following the intelligence that we are in two of the safest places to live, this change reflects our need to focus our resources on building community capacity and engaging communities in growth
Professional Lead – Housing Enabling (Ring fenced)	New professional lead role. The development of a Local Housing strategy will be led by the new strategic planning role. This role will need to part of the delivery of this strategy by securing tenures and types of homes in new development as well as helping the organisation to deliver on the Suffolk Health and Housing Charter.
Corporate Manager Democratic Services (Ring fenced)	Corporate Manager Democratic Services. The proposed change gives opportunity to rationalise at management levels and bring closer elections and committee teams. It will also enable the development of robust governance and decision making
Corporate Manager Open for Business (Ring fenced)	Reflects renewed organisation focus on being open for business and driving purposeful business relationships and economic growth. A new local Economic Strategy needs to be developed in the Strategic Planning role which will drive the activity and link to the Suffolk and new Anglia growth plans. This new role will retain responsibility for licensing as a key part of business growth work
Corporate Manager Housing Options and Supported Housing (Ring fenced)	A new housing model will be needed in the future, proposed changes gives an opportunity to rationalise resources at management level
Corporate Manager HRA Business Planning and Budget Management (Slot in)	Developing the work already started on financial management and income strategy. This role will oversee the Housing Revenue Account and financial management to enable the organisation to maximise the strategic value of the housing stock.
Team Leader – Customer Services (Slot in)	Being excellent in our delivery of customer service is a vital part of the organisation. The purpose and focus of this role is to effectively lead and manage the customer service operations.

Table 7. – New posts open to competition

New Role	Rationale for proposal
Corporate Manager Capital Projects	The role will focus on the commissioning and contract management for capital projects. Separating the budget management from the commissioning and contract management will strengthen our governance
Corporate Manager Strategic Planning	The future direction and creation of a different role will connect economic strategy, housing strategy and infrastructure spatial planning to enable the council to deliver on their new priorities
Corporate Manager Development (Housing and Regeneration)	This is a new role to lead on our development work both for housing and commercial/ regeneration schemes. It will combine the use of assets with the new delivery of schemes
Professional Lead – Key Sites and Infrastructure	A key strategic focus is creating the conditions for growth for Babergh and Mid Suffolk. This role will focus on enabling, influencing and providing professional expertise to increase our effectiveness of delivering key sites
Corporate Manager – Public Access Transformation (2 year FTC)	Public Access Transformation is a critical part of transformation. The purpose of the role is to bring in transformational and change expertise to design and deliver a radically new model of Public Access over the next two years. The role will encompass working with the external network on the strategic public access agenda across the Suffolk system.