MESSAGE FROM CHARLIE - OUTCOME OF PHASE 2 CONSULTATION OF THE MANAGEMENT REVIEW

Phase 2 of Management Review consultation closed on the 4th January. The amount of feedback and engagement with individuals and teams throughout this process with Lindsay, Mike and me has been heartening and shown a real passion about the future of our organisation. The feedback has been well thought through and has shared different insights and perspectives into the proposals both in Phase 2 and providing some thoughts to help us shape the next phase of our development work.

There has been talk of Phase 3 of the review but in fact, what will now follow will be firstly, the implementation of the Phase 2 final proposals described in this paper and secondly, a comprehensive programme of further work. This work will ensure that we build the capacity, skills, productivity, efficiency and effectiveness needed in the organisation to deliver our councillors' strategic objectives at an increased pace, improve outcomes for our communities and ensure our sustainable future. That will not be a single phase of work but will be an ongoing programme over coming months and years.

Our starting point for the management review was to take stock and review our management capacity to ensure we have the leadership and management capacity to make the best use of our resources within that broad context. We know that our future sustainability depends on delivering our Medium Term Financial Strategy (MTFS) and that in turn is dependent on delivery of our refreshed strategic plan objectives which councillors will be asked to agree in the next few weeks. The management review is part of the development of an organisation best placed to deliver these.

This document focuses on:

- The themes from the feedback received during the consultation
- The changes from the proposal as a result of the consultation
- Next steps

Feedback themes from Phase 2

The overall feedback was that the changes reflected the right direction of travel for the organisation and it is a necessary next step for the councils. The feedback fell into the following themes:

- The networked organisation:

  o The general feeling was that most people supported the networked way of working and recognised that for the essential working within the 'Suffolk system' this will be key.
  o There is recognition that we will increasingly need to work across numerous parts of the organisation and the wider system to achieve outcomes. Therefore the network model, although it will be challenging, is the right approach and that we will need to support individuals, teams and the organisation to work in this way. We will increasingly see all of us working with different individuals and teams across the organisation to jointly achieve outcomes.
  o Although there was a recognition that more people are working across the organisation and less within service areas, there is still an ongoing need to develop understanding of what and how to do this in practice. This will be picked up in our ongoing organisational development work.

- Groupings and linkages of functions:

  o The feedback offered views of where functions could be better grouped or needed to work closely (linked) with other functions.

  o There were multiple and differing views about where the particular functions could sit. When reviewing the feedback, we explored where the function sits, how it will need to work across the organisation and wider system and how the network model would work in practice. However, the linkages and how people work with one another are the most critical in making our organisation effective.

  o When new managers are in post, the Senior Leadership Team will work with the wider management team and ODT colleagues to explore whether functions are allocated across the team in a way that best supports the network model and provides a balanced distribution of direct line management functions.

The impact on teams of the changes in terms of management and function:

  o Particularly in cases where teams and functions are affected by the proposals the feedback showed significant thought and consideration.

  o We recognise that confirming moves for some teams will be relatively quick and straightforward. However, where individuals work across several teams or services and their team has been re-designed or functions split, we will be working with teams and individuals in the implementation of these changes and beyond to manage the transition to the new arrangements effectively, ensuring cohesive team management and support and to facilitate the network model.

- Creating the right capacity and capability

  o This was a key area of feedback. There was a contrast; some management areas viewed as over-resourced in the proposals and others in the short or medium term under-resourced or not resourced in the right way to deliver the councils priorities.

  o However, the feedback was supportive recognising that we need to explore more fully the capacity and skills needed in each area to deliver priorities and outcomes. The feedback was not in any way negative and was cognisant of the need to work through a range of valid yet competing priorities.

  o The changes at Phase 2 have delivered savings in the cost of management. Our councillors want us to develop our ability to deliver at pace so those savings alongside one-off transformation funds (where the business case can be made) will be reinvested to build that capacity. This means that provided we continue to strive for continuous improvement in our effectiveness, impact, efficiency, productivity, there will be resources to invest in those things that will make us more sustainable in the long term.

  o Some areas of capacity are being addressed in these Phase 2 proposals, while others will be worked through in the next phase of our work. This is continued with the work we have been doing to align our resources against the our priorities.

- Developing the organisation

    o The feedback on these proposals, alongside other analysis including feedback on Phase 1 and the Admin and Technical Support Officer (ATSO) report is already feeding into and informing the next phase of work which centres on developing the organisation.

    o In addition to the capacity and capability outlined above, the areas we will be looking to invest in developing will be; the move in practice to a networked organisation; how the public access our services and how we work more effectively with our communities; flexible working; our hub and spokes model and the accommodation changes that are needed; working with our councillors and our respective roles in leading and managing what we do; team and personal learning and development; and recognising and rewarding the contribution that roles and individuals make in terms of outcomes and impact.

- Key service areas

    o It is recognised that the Development Management function has changed significantly in recent years but this is a business critical function. Some significant transformation and change ambitions remain outstanding and now need to be delivered at pace. The Development Management team is still evolving. The feedback indicated that in terms of management and leadership, Development Management needs both a really high level of transformational change management and leadership capacity and the highest level of professional expertise within the team. The former is needed only in the short term – to drive through the final raft of transformational measures that will really consolidate and lead to further improvements in delivery and outcomes. In response, there are changes made to the proposals in this area.

    o Feedback on customer services indicated that the new Customer Services Team Leader post is not required.

Outcome of Phase 2

The Management Board has reflected on each element of the feedback and the meaning behind the feedback. As a result of the feedback, we have made the changes outlined in the table below (Also see Diagram: 1). The remaining proposals in the consultation document remain unchanged:

Change from original proposal	Rationale
The proposed new post of Team Leader Customer Service will be removed.	Following feedback on the proposed post of Team Leader Customer Service to manage the Customer Service teams it is clear that this post is not required. Therefore this proposed post has been removed.
The Corporate Manager Housing Options and Corporate Manager Supported Housing posts will not be merged.	The operational and strategic management in this key area including the Sheltered Housing Review is significant. The proposal is to review this area when this work is completed in 12-18 months.
The Professional Lead Housing Enabling role will sit with Communities and Heritage rather than Private Sector Housing.	The feedback identified stronger alignment with the planning for growth area and in particular with Communities and Heritage.
The post of CM Development Management will be re-focused to provide the highest level of professional expertise in the team – the title of this post needs to be agreed but will operate at chief planning officer level in professional terms (Indicative grade 8). This post will be ring-fenced for the current CM – Development Management post holders. A new interim Transformation and Change Management post will be created to lead the Development Management function through the final raft of change and transformation work. That post will be for an indicative 12 months.	This is recognition of tightened timescales for delivery of growth and the capacity required to lead from a strong technical planning and transformational perspective simultaneously. It is expected this arrangement will be required for 12-18 months.
Additional Professional Lead, HRA Accountant.	Increase specific capacity and capability to support the Head of Supported Living and his management team to plan and manage housing revenue resources effectively.

ODT questions

We are conscious that there will be thoughts, reflections and questions that you may have over the coming months. Some questions arose through the feedback from the proposals. We wanted to answer a couple of them directly in this document as the number of people affected is significant. There are other questions that the Senior Leadership Team and Corporate Managers will work with the individuals and teams over coming weeks to resolve.

- We have been asked about re-structuring within the ODTs. There will not be any whole scale re-organisation of our ODTs. There is no proposal to make savings by reducing capacity or taking posts out of the ODTs. That said, there will be a review of each and every team. This will be focused on building the necessary capacity and skills within the organisation to enable us to deliver our objectives, improve our efficiency and effectiveness, improve our productivity and ensure value for money and support different ways of working with our communities, with our councillors and with our partners, across the whole Suffolk system.   This means that there will be change but also opportunities to develop new skills, do new things, have greater impact and optimise outcomes for our communities. Judging by the way colleagues responded to past changes and rose to these challenges in the past, I am confident that we will be able to develop much of the capacity we need from within the organisation. For teams that are affected by change:
    - Where management roles have merged, the teams will become one team under the new post.
    - Where functions have been re-designed or individuals work across multiple areas, we will be working with teams in the coming weeks to understand and place individuals and functions.
    - The timing for the transitions to new management will be dependent on the strategic and operational needs in the different parts of the organisation.
    - All teams will be informed about how the changes affecting them will be implemented and will be asked to contribute to how that change is managed. The responsive repairs team will be managed with the Interim management currently in place as the Responsive Repairs Review is completed and the recommendations implemented.

Next steps

Lindsay, Mike and I have met personally with individuals affected to communicate the outcome of the consultation. I have verbally updated the two leaders and JMIB on the outcomes of Phase 2 and will continue to keep members and leaders informed.

We have met with the union and are continuing to work with them to support individuals affected.

Over the coming weeks, we will be:

- Recruiting to the posts – this will take us through to mid-February
- Working and talking with teams where their management has been affected by the proposals to have new management arrangements in place for all teams by the end of April. This will be significantly quicker in some areas. Knowing the way in which we work will being more important than where we sit within a networked organisation

- Undertake external recruitment where necessary and put in place interim or temporary cover arrangements where there are any short term needs

We are already developing the next phase of our work and a plan which will encompass the key elements of how we will develop the organisation. Although this will be a long term development approach, we are already planning some areas to start on in the coming weeks. We are keen to receive ideas, answer any concerns and generate a more wide ranging conversation with managers and their teams as we do this further work. Please let us know what you think, what concerns you may have and join in with this important work when you get the call to do so.

Diagram 1.

Chief Executive

ICT Strategic Lead (SCC)

Head of Law & Governance
- CM – Information Management and ICT Grade 8
- CM – Internal Audit Grade 7
- CM – Democratic Services Indicative Grade 7
- CM – Business Improvement Grade 7
- Shared Legal Service

Head of Corporate Resources
- CM – Organisational Development Grade 8
- CM – Financial Resources Grade 8
- CM – Commissioning Grade 7
- Shared Revenue Partnership

Strategic Director

Head of Communities and Public Access
- CM – Public Access Transformation (2 year FTC) Indicative Grade 8
- CM – Strong and Safe Communities Indicative Grade 7
- CM – Public Realm Grade 7
- CM – Policy and Strategy (Health and Well Being) Grade 7

Head of Supported Living
- CM – Private Sector Housing Grade 7
- CM – Housing Options Grade 7
- CM - Supported Housing Grade 7
- CM –Capital Projects Indicative Grade 7
- CM – HRA Business Planning and Budget Management Indicative Grade 7

Strategic Director

Head of Investment & Commercial Delivery
- CM –Open for Business Indicative Grade 7
- CM – Development (Housing and Regeneration) Indicative Grade 7

Head of Planning for Growth
- CM – Development Management Grade 8
- CM – Strategic Planning Indicative Grade 8
- CM – Community Planning & Heritage Grade 8
- CM – Sustainable Environment Grade 7
- CM – Business Improvement Communities and Growth Grade 7

Head of Environment and Projects
- CM – Building Control Grade 7
- CM – Waste Grade 7
- CM – Food & Safety Grade 7