



REPORT TO EXECUTIVE

PORTFOLIO AREA: CROSS CUTTING

Date of Meeting: 9th July 2009

Public

Key Decision: Yes

Recorded in Forward Plan:

Yes

Inside Policy Framework

Title: TRANSFORMATION PROGRAMME: RESTRUCTURE PROPOSALS

Report of: TOWN CLERK & CHIEF EXECUTIVE

Report reference: CE 16 09

Summary: Further to the report to the Executive of 16th June 2009, which proposed a structure for a new Senior Management team for the City Council. Following consultation with the three Overview & Scrutiny Panels, the Employment Panel, staff and the Trades Unions, this report requests the Executive to consider the outcomes of the consultation process as part of their deliberations before making a recommendation to full Council on the 14th July 2009.

Recommendations:

That the Executive:

1. Recommends that full Council, at its meeting on 14th July, approves the restructure proposals
2. Recommends that full Council approves the delegation to the Employment Panel authority to approve final details of any severance arrangements to be entered into with postholders affected by the proposals following recommendations by the Town Clerk & Chief Executive

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. INTRODUCTION

- 1.1 The restructure proposals are detailed in the report to the Executive, dated 16th June 2009 (report reference CE 12/09) and this is attached for Executive Members' information.

2. CONSULTATION PROCESS

- 2.1 Consultation with Members – this has involved:

- Copies of the report to the Executive (CE12/09) sent to all Members of the Council on 8th June 2009
- Informal workshop of the three Overview & Scrutiny Panels on 6th July 2009, followed by Special meetings of the Panels
- Briefing on the restructure timetable to members at an informal briefing on 23rd June 2009
- Briefings to the Labour Group (on 13th July) and Liberal Democratic Group (on 8th July)
- Consultation with the Employment Panel – 9th July 2009

- 2.2 Feedback from the three Overview & Scrutiny Panels – Executive Members will have received this before the Executive meeting

- 2.3 Feedback from the Employment Panel – as the meeting takes place on the morning of the 9th July, comments will be tabled at the meeting of the Executive on the afternoon of the 9th July.

- 2.4 Informal briefing for Members – 23rd June – this briefing mainly focussed on the process following the full Council meeting on 14th July (should the proposals be approved) and the role of Members and in particular that of the Employment Panel. A request from members of the Employment Panel for training and support has now been addressed. A session is scheduled to take place in early July with a further one (on recruitment and interviewing) to take place at a later time and in accordance with the timetable (Appendix 2 of the CE 12/09 report)

3.0 CONSULTATION WITH STAFF & THE TRADE UNIONS

- 3.1 Please refer to Appendix 2 of this report.

4.0 AMENDMENTS TO THE PROPOSED RESTRUCTURE

4.1 Following consultation with staff, amendments have been made to the 'Final Draft' of the structure and these are in Appendix 1 of this report, which replaces the earlier draft structure (appended to report CE 12/09):

- HR Operational & Payroll come together under 'Resources'
- 'Corporate Projects' has been added to 'Policy'

It is felt that any other changes to the structure should be made once the new post holders are in place. The new Senior Management team will be committed in ensuring the best fit of services within each strategic area. Members of the Executive, in considering Members' comments and deliberating their own views, may also wish to propose amendments to the structure.

5.0 FUTURE CONSULTATION

5.1 Ongoing consultation will take place up until the Council meeting on the 14th July. Should the Council approve the Executive's recommendations, the formal consultation process will commence on the 15th July. This is set out in Appendix 2 of the report (CE12/09) – the timetable.

6.0 RECOMMENDATIONS

That the Executive:

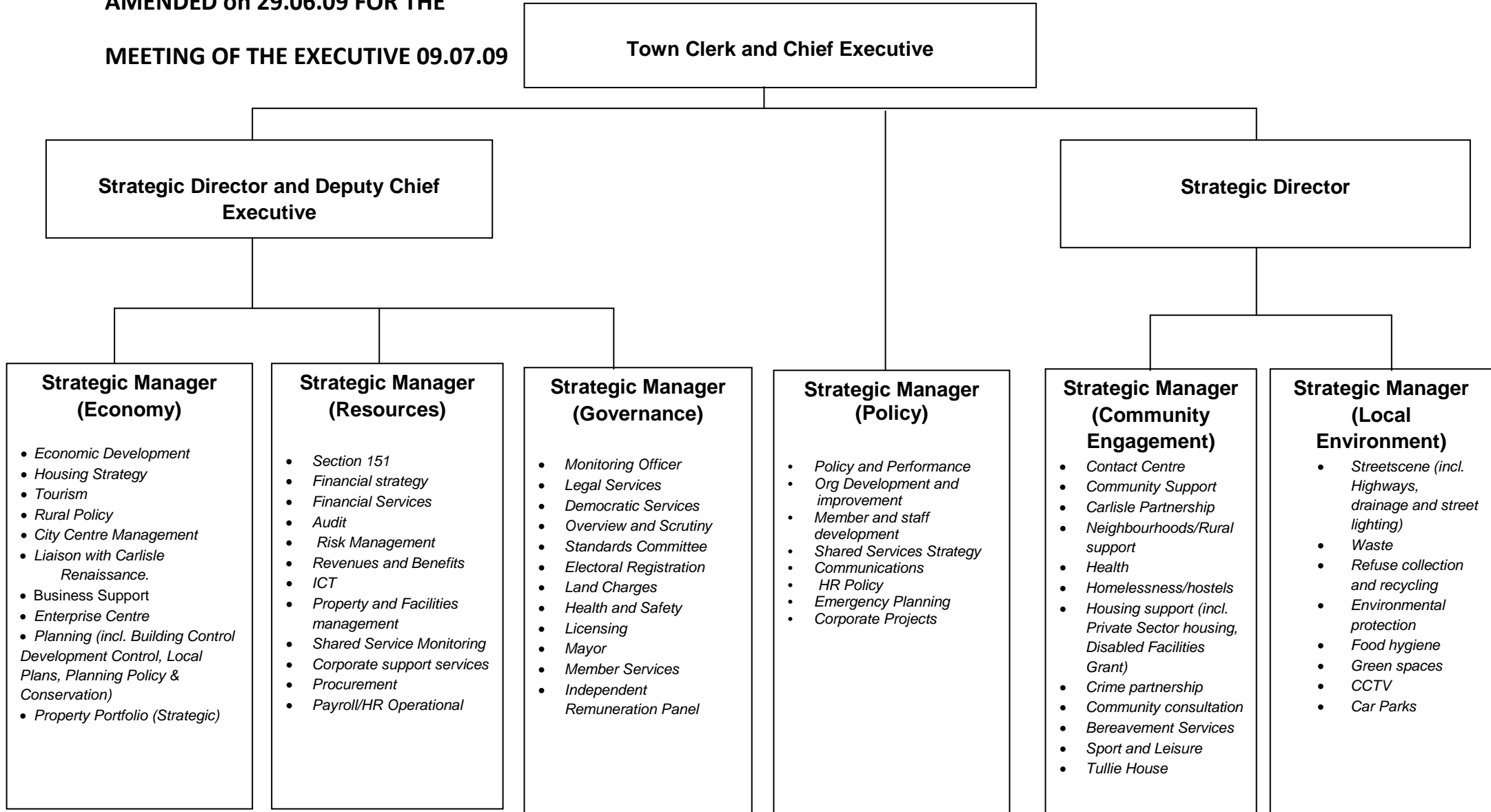
1. Recommends that full Council, at its meeting on 14th July, approves the restructure proposals
2. Recommends that full Council approves the delegation to the Employment Panel authority to approve the final details of any severance arrangements to be entered into with postholders affected by the proposals following recommendations by the Town Clerk & Chief Executive

7.0 IMPLICATIONS

7.1 For implications on Staffing/Resources; Finance & Legal, please refer to the first report to the Executive (CE 12/09)

APPENDIX ONE

AMENDED on 29.06.09 FOR THE
MEETING OF THE EXECUTIVE 09.07.09



CARLISLE CITY COUNCIL
TRANSFORMATION PROGRAMME – PROPOSED RESTRUCTURE

CONSULTATION WITH STAFF
(AS AT 29th June 2009)

1.0 INTRODUCTION

- 1.1 Consultation with staff has taken place in a number of ways, to encourage maximum participation. All discussions and briefings have been very helpful in both understanding staff's concerns and considering their positive comments and ideas.
- 1.2 To date, staff have been consulted in the following ways:
- Two separate meetings with the Senior Management Team (18th May 2009) and Heads of Service (19th May 2009)
 - Individual meetings with members of the Senior Management Team and Heads of Service (the details of these meetings are confidential and on-going)
 - Management Briefing – 3rd June 2009
 - Individual meetings with members of staff and these are on-going
 - Meetings with staff teams and to date these have included: Community Services staff based at Bousteads Grassing; Legal & Democratic Services; Development Services; Museums & Arts teams; Housing team; Bereavement Services. Further meetings have been scheduled.
 - An intranet site 'Comshare' has been set up to enable staff to comment and ask questions about the restructure, to which the TCCE has responded.
 - Update e-mails are being sent to all staff and this is on-going
 - Discussions at the final four "Future Focus" sessions (as part of the 'City First' staff development programme)
- 1.3 Consultation with the Trade Unions, through the CJC, has taken place (10th June 2009)
- 1.4 If Council approves the restructure proposals on the 14th July, formal consultation with the staff affected by the restructure and the Trades Unions will begin on the 15th July.

2.0 COMMENTS MADE BY STAFF TO THE CONSULTATION

2.1 The majority of the responses made by staff can be grouped into the following areas:

I. **Rationale for the restructure**

- the majority of the staff consulted agreed that a review and restructure of the Senior Management team was appropriate at this time
- Some staff felt concerned that the new Senior Managers would be required to “be strategic” and felt that staff benefitted from Senior Officers being involved in the operational work of the Council
- All staff recognised and understood the need to make significant efficiency savings and acknowledged that further savings would have to be made.

II. **The Proposed Structure**

- Some staff felt said that they would have welcomed being involved in drawing up a draft of the proposed structure before the first draft was being considered.
- Related to the above – at least three members of staff felt concerned about the ‘final draft’ – did it mean it was still open to changes or was it something already decided
- Some staff felt that the restructure was a valuable opportunity to align the services to the emerging priorities and to the Executive through the Portfolio Holders
- A number of staff felt that the new structure should lead the way in eliminating the ‘silo thinking’ of Directorates and teams and that a smaller and more focussed senior management team would help to develop a new culture.
- Some staff who responded via e-mail (on Comshare) raised concerns that their particular service had not been identified in the service areas. Amendments have been made to the draft structure wherever possible and assumptions made that general headings, e.g ‘Green Spaces Team’ will include specific services
- A number of staff raised concerns about the possible sudden loss of experienced Senior Managers, the ‘knowledge gap’ that this would create and the pressure placed on Operational Managers to fill the gap
- Three members of staff asked if some Heads of Service posts could be backfilled for an interim period
- Staff raised concerns that the standard of service in front facing services could be reduced during the transitional period
- Staff welcomed the focus of involving them and local communities in improving services
- They also welcomed the opportunities that freeing them to “get on with the job” and to bring new ideas, this was seen as an essential part of the new structure
- About two thirds of staff consulted raised concerns about sharing services and contracting out services and whether or not the quality of services currently being delivered by the Council would improve by doing either though many

acknowledged that current examples of Shared Services (eg sharing recycling with Eden District Council) were working well

III. The Restructure Timetable

- Some staff felt that the timescale for the restructure was too short
- All staff consulted asked if there would be other job losses and if so, whether a further restructure within the service areas to be undertaken. It was confirmed (as stated in the Executive report of 16th June) that further job losses could not be ruled out. The new Senior Management team would review their allocated service areas and make recommendations for efficiency savings and that this was a priority for them.

3.0 COMMENTS MADE BY THE TRADES UNIONS

3.1 The CJC meeting of 10th June received a presentation of the proposed restructure and Trades Unions representatives were asked for comments. These can be summarised as follows:

- Union representatives were concerned that additional pressures of work would be felt by those staff supporting the current Directors and Heads of Services
- They found it difficult to comment on the specific roles of the Directors and Managers without considering the Job Descriptions (these are currently being redrafted)
- Some of the proposed roles of the Strategic Directors, “such as looking at removing services or contracting out services are unacceptable to UNISON”.

3.2 The Trades Unions were also asked to comment and ratify the revised ‘Assimilation and Appointments Protocol’. As at 29th June, there is still one issue outstanding (for UNISON)

4.0 RESPONSES TO COMMENTS

4.1 The TCCE has responded to all the comments made by staff, and will continue to do so through the current methods of communication (see 1.2).

4.2 The consultation and communication process with all staff will continue to run in parallel with the formal consultation process with those staff affected and the Trades Unions.

Maggie Mooney
Town Clerk & Chief Executive
29th June 2009