

## Annex 1 – Summary of the proposed changes

1. Given the challenges facing the Council it is necessary to consider adjustments to the officer structure to reflect what is needed to deliver the Council's priorities ie the right functions are in the right places, are organised in the most efficient way (removing duplication and overlap by bringing together related activities to build greater capacity and resilience), and that some resources are released from the current senior structure, that can be reinvested in helping to tackle pressing capacity issues at non-managerial levels that can help deliver specific Council priorities.
2. The issues and inefficiencies arising from the current structure (including the need to tackle accountability, duplication and overlap of existing roles) will be addressed through a proposed new structure.
3. The proposed new structure would aim to build greater capacity by streamlining and integrating a number of existing activities including:
  - Bringing operational services together within one division (including operational wellbeing services)
  - Introducing a consistent commercial approach to our income generating assets within one division
  - Bringing together digital and high volume customer contact services (ie contact centre, revenues and benefits) within one division to enable the Council to unlock the potential of digitally led service transformation which will drive further organisational efficiencies over time
  - Bringing together street based and countryside based enforcement patrols under one division
  - Bringing together leisure functions within one division
4. In relation to senior staffing, the proposals set out in this paper would result in the deletion of three existing Heads of Service posts and the creation of a new Head of Service post responsible for Digital and Service Transformation. This would have the effect of reducing the total number of Heads of Service posts from eleven to nine with the resulting staff resource saving being reallocated into eight non-managerial front line roles as follows:
  - Health and Wellbeing Officer 1 Post
  - Community Safety and Enforcement Officer 1 Post
  - Seasonal Environmental Response Team 3 Posts  
(to provide additional capacity to better address grass

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cutting and litter issues during the busiest time of the year)

- Apprentices –  
(to provide practical support to services while also offering a pipeline of new talent at officer level) 3 posts
5. At the same time, there is a need to look to find ways to invest more in:
    - business process improvements to help further streamline processes, to ensure that service operations are as efficient as possible.
    - the capacity of Council staff through greater opportunities for learning and development.
  6. It is also important to note that while the proposals identify the benefits that can be achieved by reducing the number of Heads of Service posts from eleven to nine, the Council will need to retain sufficient management capacity at Head of Service level to ensure the effective delivery of Council functions, and therefore any further reductions at this time are not recommended.
  7. Whilst the structural changes set out in the paper will make a very significant contribution to improving the capacity of the organisation in meeting growing service demands and new priorities, they will not be sufficient on their own in addressing all pressures on capacity. It will still be necessary to continue to look for further opportunities to build greater capacity and resilience across the organisation.
  8. Although the staffing proposals set out in this report will contribute positively to capacity within the organisation, further action is needed. This can be achieved by focusing on the key business processes that underpin Council services, which can be further improved and streamlined, enabling on-going improvements to be made in the speed, quality and overall satisfaction levels. This report therefore also requests funding to support this business improvement work necessary to achieve these further improvements.
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9. The proposals will enable the Council to invest more in existing staff teams through:

- Business process improvements to release capacity
- Greater staff development opportunities
- New Corporate Apprenticeship programme – “grow our own”

10. The following three posts would be deleted:

- Head of Venues and Facilities
- Head of Revenues, Benefits and ICT
- Head of Customer Services and Business Support

11. The following new post would be created:

- Head of Digital and Service Transformation

12. The resources made available from the changes to senior level structure will enable funding of:

- Health and Wellbeing Officer
- Community Safety Officer
- 3 person Seasonal Environmental Action Team
- 3 Apprentices

13. Overall this would reduce the number of Heads of Service Posts from eleven to nine and re-distribute these resources into the creation of up to eight non-managerial posts to provide delivery capacity in priority front line areas. This report seeks authorisation for the one-off costs associated with moving to the new structure.

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