

To: All Members of the Strategy and Resources Committee

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Webinar ID: 566-599-083

Dear Councillor,

STRATEGY AND RESOURCES COMMITTEE - THURSDAY, 13TH MAY, 2021 , Council Chamber - Epsom Town Hall

Please find attached the following documents for the meeting of the Strategy and Resources Committee to be held on Thursday, 13th May, 2021. These were not included in the original Agenda pack published previously.

1. COVID 19 RECOVERY PLAN: PROPOSED NEW OPERATING MODEL
(Pages 3 - 16)

It is essential that the Council has an effective and resilient officer structure that is fit for purpose and aligned to the delivery of Council priorities set out in the Vision, Four Year Plan and Covid-19 Recovery Plan.

This report sets out proposed changes to the staffing structure of the Council that will realign the organisational structure to position our workforce to deliver the corporate priorities. The proposed changes seek to capitalise on the new ways of engaging and working with residents, partners, stakeholders and businesses established during the pandemic, address current areas of duplication and overlap of roles, bring together related functions, and more importantly provide additional capacity and resilience where it is needed most.

To facilitate the realignment of staffing resources towards delivery of corporate priorities this report seeks agreement to the one off costs associated with moving to the new structure.

For further information, please contact Democratic Services, email: democraticservices@epsom-ewell.gov.uk or tel: 01372 732000

Yours sincerely



Chief Executive

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COVID 19 RECOVERY PLAN: ORGANISATIONAL RESTRUCTURE

Head of Service:	Kathryn Beldon, Chief Executive
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Appendices (attached):	Appendix 1: Alignment of proposed changes with corporate priorities Appendix 2: Confidential Financial Implication (exempt publication)

Summary

It is essential that the Council has an effective and resilient officer structure that is fit for purpose and aligned to the delivery of Council priorities set out in the Vision, Four Year Plan and Covid-19 Recovery Plan.

This report sets out proposed changes to the staffing structure of the Council that will realign the organisational structure to position our workforce to deliver the corporate priorities. The proposed changes seek to capitalise on the new ways of engaging and working with residents, partners, stakeholders and businesses established during the pandemic, address current areas of duplication and overlap of roles, bring together related functions, and more importantly provide additional capacity and resilience where it is needed most.

To facilitate the realignment of staffing resources towards delivery of corporate priorities this report seeks agreement to the one off costs associated with moving to the new structure.

Recommendation (s)

The Committee is asked to:

- (1) Note the proposed changes to the officer structure aligned to the delivery of Council priorities as outlined in Appendix 1.
- (2) Approve funding the one-off costs associated with moving to the new structure as detailed in the confidential supplementary Appendix 2.

1 Reason for Recommendation

- 1.1 To assist both the Borough and the Council to recover strongly from the Global Pandemic and deliver against Council priorities within the ever more constrained and challenging financial climate.

2 Background

- 2.1 In March 2021 Strategy and Resources Committee adopted an ambitious Covid-19 Recovery Plan. The Plan is a critical document setting out the Councils' vision for how we can support our communities, businesses and the local economy in recovering from the Global pandemic.
- 2.2 There is limited scope to solve the challenges posed by addressing the impact on our communities of the pandemic alongside also delivering current priorities and future ambitions, simply by growing the Council's overall budget.
- 2.3 The Council's Medium Term Financial Strategy (MTFS) projects future financial deficits of 2022/23 £758,000, 2023/24 £920,000 and 2024/25 £1,431,000. Future financial deficits will have to be responded to, meaning that future staffing arrangements will also need to be contained within the Council's current budget.
- 2.4 The Council must be able to demonstrate that it is making the best use of its available resources, is maximising the funding available from other sources, maximising returns on our assets and demonstrate that it is applying as much of the Council's resources as possible on the delivery of the Council's priorities. This includes ensuring that it has the most efficient, effective and enterprising officer structure.
- 2.5 In adopting the Covid-19 Recovery Plan, the Committee also highlighted a number of areas to be addressed in the creation of a reconfigured organisational operating model alongside delivery of the Vision and Four Year Plan, (Strategy Resources 16 March 2021 refers) These areas together with the vision themes and corporate priorities are outlined in Appendix 1, together with a summary of how the proposed changes made to the staffing structure will address each.
- 2.6 The revised organisational structure therefore seeks to:

Align the organisational structure with corporate priorities: To forge a sustainable and successful future, our priorities and organisational structure will be aligned. A number of key priorities without resources currently or which are currently under resourced will be addressed. Adjustments made to structures and roles recognise that there will inevitably need to be less emphasis on some lower priority activities.

Engage and work with others: Over the last twelve months we have seen what can be achieved by adopting a more outwardly focused approach working more closely with partners in the statutory, voluntary and business sectors to deliver what local residents want. It is vital that we build on these relationships and use our recovery, and the new organisational structure as a catalyst to drive change in how we engage with residents, businesses and other key stakeholders.

Address Capacity and Resilience issues: The proposed new structure will help build capacity across the organisation in areas which need it most and allow for skills development to meet current and future needs.

Ensure Efficiency & Consistency: The new team configurations are designed to reduce service fragmentation and where this has not been possible clear boundaries will be established to ensure a cohesive approach and reduce duplication. The new team configurations will also mitigate the associated risks around single post specialists.

Address Current Service Provision and workloads: Following changes of national policy and/or changes in demand, some service areas are seeing significant changes in caseload and resources need to be adjusted accordingly.

Explore Opportunities for Future Service Provision: With future service provision based around greater collaboration, the structure needs to reflect a more flexible approach to service delivery. It is essential the council has the skills and expertise to push forward and manage such collaboration arrangements.

Maximise Use of Financial Resources: The new structure will enable the Council to demonstrate that it is making the best use of its available resources, is maximising the funding available from other sources, maximising returns on our assets and demonstrate that it is applying as much of the Council's resources as possible on the delivery of the Council's priorities.

- 2.7 All of the above will be achieved through the creation of 59 new posts, supported by the deletion of 69 existing posts resulting in an overall headcount reduction. A number of assimilations (of staff into posts closely matching their existing roles), modifications to existing posts and changes to reporting lines in almost every area of the Council make up the proposals for the realigned staffing structure.
- 2.8 There is a real risk that unless we take this opportunity now to align our structure, with the emerging Council priorities, we will not have the skills or capacity to deliver the priorities of the organisation. It is also critical to our success that the investment in our people to deliver the priorities is made without delay to support a strong recovery.

3 Other options considered

- 3.1 There are limited alternative options available to the Council in terms of increasing organisational capacity and ensuring that structures and resources are aligned to current and emerging Council priorities. Doing nothing will significantly limit the organisation's ability to respond to new and emerging priorities and support our resident and business communities in the recovery from the pandemic.
- 3.2 In the context of year on year reductions in Government Grant and the need to continue to keep Council Tax rises to an absolute minimum, together with the financial impact that the pandemic has had on the Council's own financial position, the ability to increase the Council's budget to fully respond to the identified priorities, together with fulfilling statutory obligations is unrealistic as it is recognised that no Council in the country will have sufficient capacity to address all of its ambitions and priorities.
- 3.3 While service team budgets are already very tight and offer no scope to deliver immediate savings, the Council has already given its support for a greater focus on enterprise and income generation, and in the new structure, will be nuanced towards the adoption of a much more commercial approach. This approach has already been embraced by a range of services across the Council but it is recognised that the current staff structure does not allow the Council to adopt a fully commercial approach to service delivery in many of the areas capable of achieving increased income streams or of understanding and reducing base operating costs.
- 3.4 Opportunities to exploit the value of existing assets continue to be pursued, although are somewhat curtailed by the Government restricting the criteria for investment property acquisitions. Collaboration and shared service delivery also offers opportunities to enhance service delivery, increase capacity and resilience, although again, this work-stream relies on the right staff resources and skill sets being in place to progress and manage future arrangements.
- 3.5 Over the past year our workforce has adapted to new ways of working, developed and provided new services that the Council has not had to deliver before and taken on new roles and responsibilities during periods of extreme uncertainty. The workforce has done so with commitment and dedication and it is vital that we are able to harness this flexibility and support staff to evolve during the recovery.

4 Formal Consultation with Staff

- 4.1 A consultation process is an essential part of the responsibilities of an employer in the course of a business re-organisation. Consultation with staff, the Staff Consultative Group and Trade Union have all taken place, in line with the Councils' Managing Workforce Change Procedure.

- 4.2 Council staff were consulted on the proposals for change, with further opportunity to comment on the proposed revisions to be provided as part of the consultation process.
- 4.3 A comprehensive approach was taken to the formal staff consultations which took into account the prevailing restrictions of in-person meetings as a result of the ongoing pandemic. Multiple virtual and in some cases face to face staff briefings took place together with meetings with representatives from the Staff Consultative Group/Union and individual one to ones with those most impacted by the proposals.
- 4.4 The detailed proposals, together with all of the associated documents such as role profiles were made available to all staff for them to review. The Leadership Team also delivered a presentation which was open to all staff, providing an explanation of the proposals. During the consultation period staff were actively encouraged to give their feedback through one to ones, dedicated email, Staff Consultative representatives and Heads of Service.
- 4.5 In total, 84 written responses were received. These included responses from representatives of the Council's Staff Consultative Group/Union.

5 Summary of key changes made as a result of the formal consultation

- 5.1 While overall there is support for the original proposals, a number of revisions have been made to the original proposals and the feedback has also been used to inform plans for how the changes will be implemented.

Timescale

- 5.2 The aim is to have the new structure in place by 1 September 2021. Over the coming weeks there will be a number of formal processes which will need run in line with the Council's Workforce Change Policy.

6 Risk Assessment

Legal or other duties

6.1 Impact Assessment

- 6.1.1 The Equality Impact Assessment has been undertaken and used to understand the impacts on staff and to propose action that will be taken to mitigate the impacts where possible.

6.2 Crime & Disorder

- 6.2.1 There are no specific Crime and Disorder considerations associated with this report.

6.3 Safeguarding

6.3.1 There are no safeguarding risks considerations associated with this report.

6.4 Dependencies

6.14.1 There are no dependencies associated with this report.

6.5 Other

6.6 There are significant risks of not aligning the organisation structure to the corporate priorities or addressing the capacity issues within the organisation and ensuring that organisational structures and the way services are organised are aligned to Council priorities. The proposals set out in this paper are specifically designed to address this.

6.7 There is a risk that up to 13 staff will not secure jobs in the new structure and this risk will be mitigated through the arrangements set out in the Council's Managing Workforce Change Procedure, including application of the Council's redeployment arrangements.

6.8 There are also risks associated with not putting the new structure in place in a timely manner, including filling the newly established posts and this will be mitigated through the timely implementation of these proposals including use of assimilation, redeployment and recruitment processes.

7 Financial Implications

7.1 These are included in the Confidential Appendix 2.

7.2 **Section 151 Officer's comments:** This proposal can be delivered from the existing budgets with the exception of the one off costs identified in Appendix 2.

8 Legal Implications

8.1 There are no legal implications arising from the contents of this report. The reorganisation will need to consider the Council's ability to meet its statutory obligations. It will also need to ensure that all employment procedures are followed as appropriate.

8.2 **Monitoring Officer's comments:** none arising from the contents of this report.

9 Policies, Plans & Partnerships

9.1 **Council's Key Priorities:** The Council's Four Year Plan sets five overall themes, reflecting the priorities for the Borough until 2040. It recognises the challenges, and sets out a road map of how the Council will continue to drive forward the work required as efficiently and effectively as possible.

- 9.2 **Service Plans:** The matter is not included within the current Service Delivery Plan.
- 9.3 **Climate & Environmental Impact of recommendations:** There are no specific climate and environmental recommendations associated with this report.
- 9.4 **Sustainability Policy & Community Safety Implications:** There are no specific sustainability and community safety implications associated with this report.
- 9.5 **Partnerships:** The proposals contained in this paper will create the additional organisational capacity needed to engage effectively with key stakeholders and partners in responding to the impact on our communities of the Global pandemic. The new organisational structure also puts in place the capacity and resources to allow more effective engagement with residents and stakeholders, and with partners in pursuing opportunities to work in collaboration on service delivery.

10 Background papers

- 10.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Epsom and Ewell Draft Covid-19 Recovery Plan, 16 March 2021
<https://democracy.epsom-ewell.gov.uk/documents/s19215/Epsom%20Ewell%20Draft%20Covid%2019%20Recovery%20Plan.pdf>

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Alignment of proposals with Corporate Priorities

Green and Vibrant – A better place to live where people enjoy their surroundings

Priorities	S&R 16.03.21	Proposed changes to the structure
Maintain clean and attractive streets and open spaces	Protecting our Natural and Built Environment	3 Street cleansing teams to cover North, South and Town Increased capacity of street cleansers to address littering and graffiti Enforcement team of Civil Enforcement Officers and more general enforcement officers to be created to help patrol our towns, parks and open spaces. One Enforcement Supervisor and two additional enforcement officers created.
Enhance the Borough's natural assets, preserving and increasing biodiversity.	Quality green open space has always been an important component of our plans. Post Covid19, it is important that we protect them and ensure that they are there to be enjoyed by all. Similarly the integrity of our built environment and the planning system needs to be upheld through design standards and appropriate enforcement	Countryside Team and Climate Change Officer transferred to Place Development to ensure Climate Change and biodiversity at the heart of our future and current plans. Countryside Team to be renamed Biodiversity and Countryside Team.
Work with partners to reduce our impact on the environment and move closer to becoming carbon neutral.		Part time Urban designer to help produce environment sustainable transport bids to attract external funding. Part time Conservation Officer to be retained.
Encourage high quality design which balances the built environment with new open green spaces.		Head of Place Development post to be recruited to on a permanent basis. New role profile emphasises delivery of the council's vision for place, alongside delivery of climate change, biodiversity and urban design objectives. Place Shaping service area created to ensure a cohesive and environmentally sustainable future. An additional Planning Policy Officer to progress Planning Design Codes (S&R 30.3.21) All planning officers to have enforcement activities within their remit and an additional planning officer post created to increase capacity.

Opportunity and Prosperity – A successful place with a strong dynamic local economy where people can thrive

Priorities	S&R steer	Proposed changes to the structure
Promote Epsom and Ewell as a great place to live, work study and encourage inward investment.	Support the re-opening of our local businesses, attracting people back to the high streets and shopping parades and securing more investment and jobs.	Place Shaping service area created to ensure a cohesive and environmentally sustainable future. Head of Place Development to lead on economic development and the recovery of our economy. Part time Urban designer responsible for creating a pipeline of schemes and submitting infrastructure funding bids. Head of Property & Regeneration to focus on Council owned regeneration opportunities
Address the housing needs of the Borough including affordable housing needs, through the development of our Local Plan.	Work with developers, housing associations and other partners to endeavour to supply as many affordable homes as possible across the Borough	Strategic Housing Manager post created with responsibility for affordable housing. Housing Needs and Development officer post to support the Strategic Housing manager in moving forward the affordable housing agenda. Housing Solutions Manager to focus on homelessness prevention. Head of Place Development also has the responsibility for maximising affordable housing delivery emphasised within role profile.
Encourage and support business creation and growth		An additional planning policy officer to support our Economic Development and Covid19 Recovery Plan. (S&R 30.3.21) Head of Property & Regeneration to focus on Council owned regeneration opportunities
Work with partners to secure an attractive and vibrant high street and market experience.		Part time Urban designer responsible for creating a pipeline of schemes and submitting infrastructure funding bids. Director responsible for income generation across the Council.

Safe and Well – A place where people feel safe, secure and lead healthy fulfilling lives

Priorities	S&R steer	Proposed changes to the structure
Work with partners to improve the health and wellbeing of our communities, focusing in particular on those who are more vulnerable.	<p>Holistically address key issues of wellbeing irrespective of age such as social isolation, mental health, domestic violence, obesity and digital exclusion.</p> <p>Building and developing new ways of working together with voluntary sector, community groups and vulnerable residents.</p>	Community development team created which will be responsible for all aspects of wellbeing and to deliver the Covid 19 Recovery Plan including addressing issues of social isolation, mental health, domestic violence, obesity and digital exclusion.
Work with partners to keep our borough safe and secure.		<p>Public Protection Manager appointed to increase capacity and ensure all regulatory services (other than planning) are managed effectively under one team.</p> <p>Parking and Enforcement to transfer to the Head of Housing and Communities bringing all enforcement (other than planning) together under one Head of Service.</p> <p>One Supervisor and two enforcement officers to have wider remit to cover additional enforcement activities within Parking and Enforcement Team.</p> <p>Reduction in direct reports to Head of Housing and Communities and Principal Environmental Health Officer and Environmental Officer to increase capacity.</p> <p>Director of Environment, Housing and Regeneration to lead cross service team to progress enforcement activity and ensure co-ordinated response.</p>
Enable community and voluntary sector run activities which enhance wellbeing and community safety outcomes.		<p>Community development team created to work with community and voluntary groups to enhance wellbeing and ensure our policies are targeted to address the needs of our Borough.</p> <p>Increase number of enforcement officers by two.</p>

Smart and Connected – Alive and connected socially, economically, geographically and digitally.

Priorities	S&R steer	Proposed changes to the structure
Work with partners to develop and improve transport and infrastructure with particular emphasis on sustainable transport options.	Building on the success of the Future40 engagement programme, a co-ordinated cross service approach to engagement is required to ensure we are seen as an organisation that listens and responds.	Part time Urban designer responsible for creating a pipeline of schemes and submitting infrastructure funding bids including sustainable transport schemes.
Increase digital connectivity for all		Head of Place Development and Head of Property and Regeneration to investigate opportunities to enhance digital connectivity for all resident's as part of new development proposals in the Borough.
Work with businesses and communities to enable networking opportunities		<p>Director to lead on developing a new approach to engagement with residents, businesses and key stakeholders across the organisation.</p> <p>Communication Manager post created to provide strategic direction and additional capacity to assist with engagement activities.</p> <p>Community Development team with responsibility for developing closer links with our community.</p>

Effective Council: Engaging, responsive and resilient Council

Priorities	S&R Steer	Proposed changes to the structure
Strengthen the Council's financial independence	Enterprising - Maximising existing income streams and explore and develop new ones to ensure council services can continue to be provided to residents.	Commercial Services Manager created to lead enterprising agenda across organisation. Combine income generating activities under one head of service. Part time Urban designer with experience of submitting infrastructure funding bids
Improve access to services through technology	Collaborating-Opportunities for collaboration to be sought, where possible and appropriate, with partners across Surrey and other local authority partners with the aim to provide greater resilience, capacity and in some areas access to a wider professional skill set	Enhanced capacity in Digital and Service Transformation will create opportunities for further customer channel shift and greater use of technology in service delivery.
Support and enable high performing and adaptable workforce	Effective and Agile – Enhance strategic capacity, align service groups to support collaborative, flexible, cross boundaries and efficient workflow, develop a co-ordinated approach to cross cutting themes and improve effective decision making and accountability.	Client Unit, Procurement and Contract Management Manager created to ensure a strong client function should collaboration progress. Activities combined under one head of service and where this is not possible for boundaries clearly defined to avoid “fragmented” service provision. Generic posts created to increase resilience and move away from single post specialists. Larger more flexible and resilient teams created. Additional resource to ensure key priority areas are resourced. Improved decision making by having smaller more cohesive top team. Strategic capacity increased with directors accountable for delivering specific themes from the Vision to ensure co-ordinated approach across service areas. Corporate processes such as FOI, post and print to transfer to business support. Place shaping service area created to ensure a cohesive and environmentally sustainable future. Enabling specialist teams to concentrate on delivering key corporate initiatives such as regeneration. Place Shaping service area created to ensure a cohesive and environmentally sustainable future.
Improve openness, transparency and customer service		

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