



Cabinet

30 October 2019

Report of: Leader of the Council

CORPORATE RESTRUCTURE PROPOSALS AND RESOURCE PLAN

1.0 Corporate Priority	Decision Type
1.1 The Corporate structure of the council will have a bearing on all corporate priorities – people, place and organisational.	Key decision
2.0 Summary:	
2.1 To support the developing Corporate Strategy and priorities, this report sets out proposals for a new Corporate structure. This new structure will re-direct resources to key priority areas to ensure they can more effectively deliver. The structure seeks to ensure the organisation is equipped to deliver improvements in the quality of council homes and landlord services, as well as service excellence more generally. It facilitates greater capacity to commercially manage corporate assets so the Council can build more homes, and consolidates regulatory services within a new team to increase the pace and consistency with which the council tackles community problems.	
3.0 Recommendations	
3.1 That Cabinet endorse the strategic direction and resource plan which will be supported by the overall corporate structure set out in the report.	
3.2 That Cabinet recommend approval of the corporate structure and resource plan set out in the report to the Employment Committee.	
4.0 Reason for Recommendation:	
4.1 To ensure the Council is organised in a way which maximises the potential to deliver against corporate priorities; with the right capacity, expertise and resources deployed in relevant areas. To also ensure any proposals are affordable with resources moved towards priorities through efficiencies generated within the council.	

5.0 **Alternate Options Considered**

- 5.1 To retain the existing structure and resource allocation. This is not recommended as it will impede the council's ability to meet its strategic aspirations including improving the quality of the house service, customer services more generally, generating additional return on our assets and more effectively tackling community concerns.

6.0 **Report Detail**

- 6.1 In December 2017, following an initial assessment of need, the Council adopted a new corporate structure to re-balance capacity across senior managers, create clearer accountability for specific agendas and to establish internal capability and expertise in relation to legal and governance. These changes have enabled the council to undertake a full governance review and re-shape its constitution and adopt streamlined decision-making processes from May 2019.

With a new administration, more clearly defined leadership of the council and a developing corporate strategy, it is timely to reconsider the structures and resources required to support the priorities and aspirations of the council for the next four years.

6.2 **Drivers for change**

Through discussions with elected members, Cabinet and officers there are a number of areas within the council which require additional focus and resources to ensure the organisation is positioned to deliver the council's ambitious agenda 2020-2024.

- 6.3 It is clear that improving the quality of our housing services, as well as service to our customers more generally are going to be key parts of the new Corporate Strategy, alongside the ongoing aspiration to support jobs and housing growth within Melton. These priorities and the actions required to support them continue to be developed with a view to ensuring the new Corporate Strategy is in place to support the budget setting process 2020/21. By adopting a new strategy, and addressing the factors set out below, the Council can ensure it is ready to deliver.

- 6.4 Factors considered in developing a new structure:

- Need to create the best structure to support housing services improvement.
- Need to increase housing expertise at a senior level within the council
- Need to ensure the appropriate skills and resources to support the council taking a more commercial and proactive approach to its asset and property portfolio – including the use of assets to support housing development.
- Need to consider the future of the ICT partnership post 2021 and create capacity for effective strategic digital leadership across the partnership over and above the current operational focus.
- Need to create greater co-ordination, consistency and speed of action in relation to issues requiring the use of enforcement tools and powers.
- Desire to create resources to more proactively tackle issues requiring planning and licensing enforcement.
- Desire to improve services to our residents and ensure greater links between

the front and back office – i.e customer services and customer-facing services e.g. housing repairs, waste and environmental services etc. – and maximise benefits from the new digital customer service platform.

- Desire to ensure sufficient senior leadership capacity in growth, regeneration and strategic planning to support a more strategic focus, and delivery of growth and town centre ambitions.
- Re-balancing capacity across the organisation – addressing pinch points
- Talent development and retention whilst delivering an affordable structure.

6.5 **Proposals**

6.6 **Creation of a Housing and Communities Directorate and delivery of the Housing Improvement Plan**

Key benefits:

- Dedicated housing team and clear accountability and leadership
- Opportunity to recruit new senior posts with housing expertise
- Additional resources provided to the housing team to enable sufficient capacity to deliver – **Housing Improvement Plan** will be considered by Council in November..

Detailed proposals:

- Creation of a **Housing and Communities Director** (1 FTE) role to provide clear senior leadership and accountability for the council housing function within the organisation; ensuring the Housing Improvement Plan has sufficient drive and focus. The **Director for People and Communities (Deputy Chief Executive)** role to be deleted as a consequence and all existing directors to have the requirement to deputise for the Chief Executive written into their job descriptions.
- Transfer of responsibilities for housing asset management and maintenance into the Housing and Communities directorate; consolidating housing assets and tenancy management into a single directorate. To support this a new **Housing Asset Manager** (1 FTE) role would be created; reporting directly to the Director.

6.7 **Consolidation of high-demand customer-facing services into single directorate and focus on customer journey improvement and digital transformation**

Key benefits:

- Consolidation of customer services and high demand customer-facing services into single directorate (Housing and Communities).
- Establishment of expert resources and capacity to support organisational process reviews and digital leadership with a clear focus on service quality improvement over next 12 months; linking with the procurement for a new digital customer self-service platform.

Detailed proposals:

- Transfer of the responsibilities for waste and environmental maintenance into the Housing and Communities Directorate. This would consolidate the majority of high-demand, customer facing services into the same directorate as customer services; improving the potential to ensure an effective 'end to end' customer journey. To support the required process reviews a part-time **strategic change consultant** has been procured for the next 9-12 months who will work alongside the already established System Expert role and project manager supporting the customer engagement and self-service platform project.
- A new role of **Housing and Neighbourhoods Manager** (1 FTE) would be created which would include housing tenancy, housing options, customer services and waste and environmental maintenance. As well as aligning the front and back office of major services it creates an opportunity to take a more estates management approach to our communities. The existing roles of **Housing and Communities Manager** and **Waste and Environmental Maintenance Manager** would be deleted. To ensure effective day to day running of operational responsibilities it is proposed to establish an additional operational supervisory role within the service, initially for a 12 month fixed term period, to work alongside the existing team. The exact nature of this role will be determined by the new manager working alongside the team and may require some changes to other existing roles to identify the most appropriate future structure. Ensuring appropriate operational cover would then enable the manager is able to focus on more strategic issues, for example focussing on recycling performance, ensuring the quality of the cemetery remains at Green Flag Standard and enabling a continuing focus on securing 'Gold' in Melton in Bloom. It is anticipated the review would be concluded within the 12 month period and it is acknowledged there may be a need to retain some or all of the allocated temporary resources beyond the initial period.
- The Revenues and Benefits team would become a standalone function within the Housing and Communities Directorate and the **Revenues and Benefits Manager** would report directly to the Director for Housing and Communities.
- From May 2020, on behalf of the ICT partnership councils, Melton will appoint a part-time **Digital Consultant** initially until end March 2021 to support a comprehensive review of strategic and operational aspirations of the partnership and future delivery options post December 2021.

6.8 Creation of dedicated Corporate Assets Team and focus on commercial delivery and building new homes

Key benefits:

- Clearer focus on strategic and commercial property and asset management within the existing growth and regeneration directorate.
- Greater opportunity for proactive portfolio management including acquisition

and disposal.

- Additional resources to support housing/property development; both for commercial/market sale, and council/social.

Detailed proposals:

- Through the transfer of housing assets to the new directorate, and creation of a new Housing Assets Manager role, the existing Corporate Asset Manager will have greater opportunity to focus on corporate and commercial asset delivery.
- Whilst the new Housing and Communities directorate will be responsible for management and maintenance of existing stock, the Corporate Asset Team will retain responsibility for housing and property development; leading on the council's aspirations for building new homes; both council and market.
- The team will be supplemented by an additional **Building Surveyor** (1 FTE) role and **Development Officer** (1 FTE) Role (HRA). Additional budget of £20k will be allocated to support general fund development; with potential for additional development resources to be procured as part of specific capital projects.
- It is proposed to delete the post of **Senior Caretaker** and replace it with a new post of **Facilities Co-ordinator** (1 FTE) with career grading based on specific qualification requirements.
- It is also proposed to establish an additional **Accountant** (1 FTE) post in finance to provide more direct financial support to commercial ventures. 50% of this cost will be met from the HRA due to the need to support the Housing Team and Housing Improvement Plan.

6.9 Creation of a Regulatory Services Team within a newly designated Governance and Regulatory Services Directorate

Key benefits:

- Consistent and proactive approach to taking enforcement action and problem solving in relation to a number of regulatory functions.
- Greater opportunity for shared learning and wider perspective taken by enforcement officers across the council, and greater support to service areas.
- Consolidation of skills, resilience and support in a single team
- Improved links between legal services and enforcement officers.
- Additional capacity for place-based enforcement; specifically planning and licensing.

Detailed proposals:

- Transfer the licensing function and responsibilities for licensing, housing tenancy and planning enforcement to the Environmental Protection and Safety Manager and re-designate as **Regulatory Services Manager**.
- Create a **Place Enforcement Officer** (1 FTE) to work with the planning and licensing teams in problem solving and taking enforcement action where

- required.
- Create **Tenancy Enforcement Officer** (1 FTE) to work with Housing Tenancy Team in problem solving and taking enforcement action where required (HRA funded).
 - It is important to note that the relevant services will retain overall responsibility for their specific agenda (e.g. housing, planning) but that they will be able to pull in support from the regulatory services team to assist with cases which require greater problem solving or use of enforcement tools and powers.
 - Transfer the Regulatory Services Team to the Law and Governance Directorate and re-designate as the Governance and Regulatory Services Directorate.
 - Final structure of the Regulatory Services team to be considered by the Director and Manager
 - The Council's legal team would be boosted by an additional part-time solicitor (0.5 FTE) to support the Housing Improvement Plan and the additional and more proactive enforcement work being undertaken. This will be fully met by the HRA.

6.10 **Greater strategic capacity and clearer focus for Growth and Regeneration Directorate Team**

Key benefits:

- By transferring responsibilities to the Housing and Communities Team, the Growth and Regeneration directorate would have enhanced focus and capacity for strategic regeneration, growth and development; with less potential for capacity to be drawn towards operational matters.
- Whilst the operational, service-delivery responsibilities for the environment would transfer to the Housing and Communities team, the Growth and Regeneration team will retain responsibilities for capital regeneration and development of green space assets including the County Park and cemetery. This also includes the provision of future cemetery space.
- Re-designation of Assistant Director to **Assistant Director for Strategic Planning and Delivery** highlighting clearer focus on high quality policy, planning service quality and housing and growth delivery with less capacity having to address operational issues. The role would retain responsibility for new shared building control service contract management and emergency planning, as well as taking on the responsibilities from the council's recent declaration of a climate emergency and associated plan. The re-designated Planning Development Manager will retain responsibility for land charges.
- It should be noted that the planning services review is ongoing and the requirement for additional resources arising from it has not been confirmed and is not included within these proposals.

6.11 HR Implications

Roles deleted as a consequence of these proposals:

- Deputy Chief Executive (Director for People and Communities)
- Waste and Environmental Maintenance Manager
- Housing and Communities Manager
- Senior Caretaker
- Housing Policy Officer (Vacant)

Roles created as a consequence of these proposals:

Includes anticipated grades subject to job evaluation

- Director for Housing and Communities (chief officer grade)
- Housing Asset Manager (band 14)
- Housing and Neighbourhoods Manager (band 14)
- Environmental Services Officer (band 10) 12 months FTE
- Place Enforcement Officer (band 9)
- Tenancy Enforcement Officer (HRA funded) (band 9)
- Building Surveyor (band 11)
- Development Manager (HRA funded) (band 11)
- Facilities Co-ordinator (band 7 to 9)
- Accountant (band 9 to 10) (50% funded by HRA)
- Solicitor (band 9) (0.5 FTE fully funded by HRA)

Roles re-designated as a consequence of these proposals:

From	To	Anticipated grade implications
Director for Law and Governance	Director for Governance and Regulatory Services	No change
Assistant Director – Strategic Planning and Regulatory Services	Assistant Director – Strategic Planning and Delivery	No change
Development Manager	Planning Development Manager	No change
Environmental Protection and Safety Manager	Regulatory Services Manager	Re-grade to band 14 subject to JE.

A skills matching exercise will be undertaken where appropriate with relevant post holders. Where posts represent a similar role, colleagues will be slotted into the new roles. Where more than one officer matches against a specific role a competitive process will be initiated.

Employees will be supported through the process with individual impacts considered in line with the Council's approved policies and procedures.

7.0 Consultation and Feedback (including Scrutiny Committee)

- 7.1 Formal consultation has been undertaken with all affected colleagues and trade unions; commencing on 16th September through to 15th October. Briefings with Directors were held with all affected teams and the Chief Executive held an all staff briefing to set out the proposals. Messages have also been included in the Corporate Messenger.
- 7.2 A number of follow up meetings have been held with colleagues and a number of refinements to proposals have been included in the report. Most specifically the report now includes a proposal to create an additional operational supervisor resource to address concerns regarding effective management of operations within that team. The updated proposal creates clearer accountability for strategic and operational matters whilst retaining the improved link with customer services and giving the new manager the opportunity to review with the team, the service structure over the next twelve months.
- 7.3 Discussions have also taken place with services about how the new regulatory services team will support them. It is vital that services retain ownership of actions to address issues in their areas of responsibility but equally that the Council improves its confidence and capability to take action where necessary. Officers across the service areas, regulatory services and legal will work together to ensure a coherent and effective approach.
- 7.4 Resolving the dis-aggregation of administrative resources as licensing moves from the planning team will be addressed by the relevant managers and director.
- 7.5 The decision to initiate the consultation was taken by the Chief Executive in consultation with the Leader. All members have been briefed informally on the proposals and they were discussed at the Joint Staff Working Group on 18th September.

8.0 Next Steps

- 8.1 Following Cabinet, the proposed corporate structure and resource plan will be considered by the Employment Committee.
- 8.2 Following confirmation of decisions, it is anticipated that implementation will proceed as follows; with status quo reporting line and responsibilities remaining until the timescales set out below:

8.3	When	Service Area	Transferring to
	w/c 11 th November	Licensing	Regulatory Services team
	w/c 11 th November	Regulatory Services Team	Governance and Regulatory Services Directorate
	After appointment to the Housing and Neighbourhoods Manager role (November 2019)	Waste and Environmental Maintenance	Housing and Communities Directorate
	After the appointment to the Housing and Neighbourhoods Manager role (November 2019)	Revenues and Benefits	Manager reporting directly to Director
	Following commencement of Housing Asset Manager and new Housing and Communities Director (April/May 2020)	Housing Asset Maintenance (inc repairs)	Housing and Communities Directorate
	w/c 11 th November (though accepting manager will remain responsible for housing assets until April/May 2020)	Corporate Property and Asset Team	Team officially created within Growth and Regeneration

8.4 To support the new structure the service and seating layout of Parkside will be reorganised to ensure services are most closely aligned to related teams to improve team working and productivity. It is anticipated any reorganisation will take place from 11th November – 13th December – with moves primarily taking place over weekends to minimise disruption.

9.0 Financial Implications

9.1 The proposal moves existing resources and facilitates investment in key areas of the council to assist with the delivery of the council's strategic priorities. It is made affordable through the deletion of a small number of roles, savings made or identified throughout the year, as well as the re-distribution of resources previously ring-fenced to support housing and commercial growth.

9.2 General Fund proposed annual recurring expenditure:

New roles created or amended*	£384k
Regeneration Development consultancy budget	£20k
Total	£404k

*Some are subject to Job Evaluation

9.3 **Met by:**

Roles deleted	(£285k)
Re-direction of corporate budgets	(£84k)
ICT disaster recovery efficiency	(£16k)
Building Control partnership income and saving	(£19k)
Total	(£404k)

9.4 The proposal is therefore cost neutral on a recurring basis and the re-distributed budgets will be incorporated within the budget setting process for 2020/21. Additional court costs arising from the projected increase in enforcement will be incorporated into the budget for 2020/21.

9.5 Any additional costs referenced within the HRA will be considered within the accompanying report to Cabinet related to the Housing Improvement Plan.

9.6 One-off expenditure for 2020/21 is proposed in relation to the following:

- Allocation of £42k to waste and environment to support temporary operational supervision resource needs whilst the new manager considers longer term structure. This will be incorporated into the budget setting process for 2020/21.
- £15k to support the Digital consultant supporting the review within the ICT partnership (£45k cost offset by £30k income from the partners). This will be met from the Regeneration and Innovation Reserve.
- Recruitment costs for the new director will be met within existing budgets from 2019/20
- The non recurring costs incurred as a result of redundancy or business efficiency will be met from a mixture of savings from within existing budgets and use of the Regeneration and Innovation Reserve.

10.0 **Legal and Governance Implications**

10.1 Cabinet has responsibility for providing strategic leadership to the Authority. It is therefore a Cabinet function to approve the strategic direction proposed by the Chief Executive. It is however a function of the Employment Committee to approve structures and changes to terms and conditions of employment.

The Head of Paid Service is considered to be the principal advisor on staffing matters to the Council and therefore to Cabinet/Employment Committee (except for where there would be a conflict of interest in respect of their own pay and conditions of service).

The Head of Paid Service has responsibility to consider the manner in which the discharge by the Authority of their different functions is co-ordinated, the number and grades of staff required by the authority for the discharge of their functions, the organisation of the Authority's staff; and the appointment and proper management of the authority's staff. Although he has delegated authority to determine this, due to the nature of the proposals, he felt it proper that Employment Committee consider the proposals.

The Chief Executive has delegated authority to deal with effecting any changes to individual's terms and conditions and any associated HR matters.

11.0 Equality and Safeguarding Implications

11.1 There are no direct equalities implications associated with the new structure though the emphasis on customer service improvement and housing quality are expected to improve the council's overall grip on safeguarding and equalities.

12.0 Community Safety Implications

12.1 There are no direct community safety implications though the establishment of a housing and communities directorate and investment through the new structure and housing improvement plan will increase the council's capability to support communities and improve safety.

13.0 Other Implications

13.1 Considered within the body of the report

14.0 Risk & Mitigation:

14.1 Identify what the risk is and how you will mitigate this risk.]

L I K E L I H O O D	A	Very High				
	B	High				
	C	Significant			2	
	D	Low			1	
	E	Very Low		3		
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4
			IMPACT			

Risk No	Risk Description
1	New structure doesn't deliver the improvements required. Considerable discussion and deliberations have taken place to ensure the new structure has the best possible chance of success.
2	Failure to recruit to the newly created posts: The Council will utilise recruitment consultants and all available measures to promote the opportunities and attract a wide pool of candidates. Some of the areas though remain difficult to recruit to.

3	Instability created within the organisation. This has been mitigated through significant and proactive communications and through effective and decisive implementation to ensure new positions are clarified as soon as possible. Consultation has been meaningful and significant and positive amendments made as a consequence of discussions.
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Background Papers:

N/a

Appendices

Appendix A – Organisational Chart Proposal October 2019

Report Timeline:

Equalities Check & Challenge	N/A
SLT Sign off	N/A
Previously Considered by Cabinet	N/A
Director Approval	14.10.19
Legal Approval	21.10.19
Finance Approval	N/A
Chief Finance Officer Sign Off	22.10.19
Monitoring Officer Sign Off	21.10.19

Report Author & Job Title

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