

## Annex 2

### More for York – Organisational Review Phase 2 – City Strategy

#### CONSULTATION

#### A note from Bill Woolley Director of City Strategy

##### Introduction

As part of the More For York Organisational Review programme we have now reached phase 2 of the work. Under phase 1 the council's directorate structure was reorganised to create 4 new directorates to replace the previous 6 directorates. In addition there is also the Chief Executive's department which continues under the new structure but with some direct responsibility changes. The new directorates are:

1. City Strategy
2. Communities and Neighbourhoods
3. Adults, Children and Education
4. Customer and Business Support Services

Phase 2 of the review will now examine how each of the 4 new directorates should be structured to ensure we maximise the effectiveness of services within each directorate and help to promote a cross directorate corporate approach to service delivery.

We are also committed as an Authority to reducing our overall management costs by around 20% and both Phase 2 and Phase 3 of the review will need to address this requirement.

At phase 2 however, we will not be proposing detailed family trees for each of the groups but rather looking at the groups from an Assistant Director (AD) level. In other words we will examine the number of Assistant Directors needed and the areas of responsibility under those Assistant Directors. At a later date we will move to phase 3 which will look at management structures of the teams within each Assistant Director group but that is not part of the phase 2 work.

Phase 2 is now underway and the key purpose of this consultation is to gather views and opinions on how services can operate together in the future – not to present a finished structure. Thinking along these lines there are clearly options that can be considered and I'd welcome your input. To help facilitate this you have already received by Email an invitation to attend drop in sessions next week, if you want to share your thoughts (individually or in groups), make representations or just find out more about my current thoughts on where we go next. All contributions will feed into a final report covering the directorate and the wider council which will go to the council's executive at the beginning of July. Of course if you want to let me have any written thoughts by Email or any reasonable form then these will be welcome.

It is expected that any changes approved through that process will be implemented in the autumn and then Phase 3 of the review (as mentioned above) can get under way.

#### Current position

The directorate is currently structured with 4 Assistant Directors (AD's) with management support. The Departmental Management Team consists of:

Bill Woolley	Director
Mike Slater	Assistant Director Planning and Sustainable Development
Roger Ranson	Assistant Director Economic Development
Neil Hindhaugh	Assistant Director Property Services
Richard Wood	Assistant Director City Development and Transport
Patrick Looker	Finance Manager (part of Customer and Business Support Services directorate)
Annette Keogh	Head of Management Support

It is at AD level within the Management Team that we will decide how to structure the directorate within phase 2.

## Current Thoughts

I have now started to give significant thoughts to the options for change to the way the directorate is structured. The principals that guide my thoughts are:

- 'If it aint broke don't fix it' – there has to be a sound reason for change.
- Are we managing services in a way that is efficient and makes best use of the precious resources we have? Certainly in the current national economic climate all Local Authorities will face significant budget pressures and we must respond to these if we are to protect jobs and services in the long run.
- Is the Directorate structured in the best way to deliver the outcomes required – are there new outcomes that need to be addressed?
- No AD's group is a 'silo' and we are all part of the same directorate and same council.
- Are we maximising the potential synergies between services by co-locating them under a particular AD group?
- Are we addressing customer needs in the best way.
- Is the ratio of management to frontline service delivery correct?
- Is 4 the right number of AD's for the directorate and what other options in terms of AD numbers should be considered.

I have not yet reached any conclusions for the future but I have been asking some questions which examine all of the possible options. Firstly are the current group structures the best solution? So are the groupings listed below the best combinations?:

- |         |   |
|---------|---|
| Group 1 | - Planning DC/Building Control/Land Charges/Urban Design/Conservation/Sustainability and Carbon Reduction                                 |
| Group 2 | - Economic Development/Future Prospects/Training Centre/City Centre Management & Development/Tourism and Visitor Information/Science City |

Group 3	- Asset Management/Design Services/Facilities Management
Group 4	- Transport Planning/LDF/City Development/Network Management/Access York phase1/Engineering Consultancy/Highway Safety/ Emergency Planning & Business Continuity
Director	- Management Support/Customer Services and Administration

In addition there are a number of other major projects:

- Waste Disposal PFI
- Community Stadium
- New Council HQ

All of the above projects report directly to myself as director.

### Your Contribution through consultation

In order that we get right any changes for the future I welcome your contributions. To repeat this can be through the drop in sessions we have organised which can be either individuals or groups, or through Email, or any other reasonable communication.

### Consultation Process

The Consultation Period will run from 7 to 24 May. During that period there will be:

- A sharing of this document with all staff
- Access to a discreet response mailbox
- Staff drop in sessions
- Discussion with key stakeholders and partners

As feedback is received through this consultation, detailed consideration will be given to how the individual services will operate in the future and will help to inform the next phase of the Organisation Review.

Consultation is already taking place or planned with:

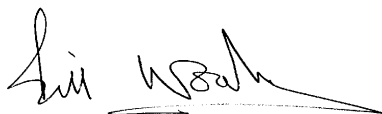
- a) Unions
- b) Elected members
- c) All Assistant Directors in City Strategy
- d) All Assistant Directors in other Directorates
- e) More for York Programme Team
- f) Staff within the directorate

Responses to all the consultation is being co-ordinated through the Office of the Chief Executive, to allow a complete view of feedback across the Council. Please send your responses to either to [chiefexec@york.gov.uk](mailto:chiefexec@york.gov.uk) by 21 May, or as previously mentioned directly to me.

I would appreciate it if managers with staff who may not receive this document directly for reasons including restricted access to email, maternity/paternity leave, sickness absence or external secondments could make arrangements for staff to see this document.

I look forward to hearing from you.

Best Wishes,

A handwritten signature in black ink, appearing to read 'Bill Woolley', with a horizontal line underneath the name.

Bill Woolley  
Director of City Strategy & Deputy Chief Executive