

Annex 5

More for York – Organisational Review Phase 2

Office of the Chief Executive

Consultation Document

Background

1. 1 April 2010 saw the establishment of four new directorates within the City of York Council (CYC) – City Strategy, Communities and Neighbourhoods Services, Customer and Business Support Services, and Adults , Children and Education. In addition, the Office of the Chief Executive was formed to bring together some key strategic and transformational teams. This completed Phase 1 of the Organisational Review.
2. Phase 2 of the review will now examine how each of the 4 new directorates and the Office of the Chief Executive should be structured at a senior management level to ensure we maximise the effectiveness of services and help to promote a cross-directorate corporate approach to service delivery.
3. This document summarises the ongoing consultation process within the Office of the Chief Executive to assist in the definition of our future operating model.

Current Position

4. Chief Executives office (under the control of the Director of People and Improvement) previously contained, HR, Legal, Democratic Services and Property, and Marketing and Communications, Equalities. Since September 2009, policy also came under the direct control of the Chief Executive.
5. The First Phase of the Organisation Review fundamentally changed the focus of the portfolio to align functions that
 - Set the strategic direction of the city and the Council
 - Drive and embed corporate wide transformation, efficiency and improvement,
 - Enhance the reputation of the Council
 - Support effective service planning and delivery
 - Improve regional and partnership working, leveraging in additional external funding and delivering cross organisational efficiencies
 - Establishing a “One Council”, coherent policy framework
 - Establish procurement as a transformational tool to deliver quality outcomes at best price whilst contributing to broader

organisational aims, sustainability and supporting the local economy.

6. Our group currently contains 2 senior management portfolios. The first, led in the interim by Nigel Burchell, consists of:
 - a. **Policy and Partnerships** – led by Nigel Burchell
Responsibilities: provision of policy guidance, strategic analysis and partnership support to the Council and at City, Sub Region and Leeds City Region levels including the Sustainable Community Strategy and strategic funding work.
 - b. **Performance and Improvement** - led by Marilyn Summers.
Responsibilities: Corporate and Service Planning, Performance review and improvement activity, Research and Consultation, Customer Insight, GIS and spatial mapping, Inspection co-ordination, Comprehensive Area Assessment, Organisation Assessment.
 - c. **Marketing and Communications** - led by Matt Beer.
Responsibilities: Internal and External communications, management of press and broadcast media, Corporate Branding, support for service marketing activities, print unit.
7. The second portfolio is led at AD level by Tracey Carter, and includes:
 - a. **More for York Programme Team** – led by Stewart Halliday
Responsibilities: delivery of the CYC transformation programme, More for York, improving services to customers, driving out waste and inefficiency and delivering financial savings.
 - b. **Procurement** – led by Zara Carter. Responsibilities: management of all corporate procurement activity, ensuring it delivers value for money and appropriate quality outcomes and complies with legislation and Financial regulations. Contract Management of corporate contracts, support to Directorates undertaking procurement and commissioning activity. Development of a commercial approach to procurement and delivery of the More for York Procurement Blueprint
8. For an interim period, Charlotte Jennings is also leading at a senior level on Cultural Change, and the development of customer Insight to support and challenge the organisations during a period of significant change.

Key Issues for the consultation

9. To establish a business model for each services - how should they be delivered and what links need to exist with each Directorate

10. To identify the most appropriate structures to deliver these business models
11. To establish strong strategic and operational bonds between the different functions within the Chief Execs office.
12. To assess links with linked services in other directorates and partners
13. To ensure that the way the Chief Executive Office works is consistent with the objectives of the organisational review and reflects our new culture and ways of working
14. Establish the long term role and location of the Procurement function

Culture

15. The Office of the Chief Executive will be at the heart of supporting the delivery of the ambitions of the Council and Without Walls - the Local Strategic Partnership. Our role will be to drive change that improves delivery of agreed priority outcomes. Critical to this will be a culture within the Office which is about ambition, focus, momentum, collaboration, and responsiveness and which is evident in our dealings with Elected Members, services across the Council and with our partners.

Consultation

16. This forms part of the consultation which is taking place across each directorate. Corporate Management Team are working collectively to co-ordinate work on the Organisation Review which will culminate in an Executive paper containing structural options for the whole organisation due to be considered on July 6th.
17. A staff briefing session was held on 30th April to begin the process of developing a shared understanding of our roles. A further event will take place on 26th May to continue this and to give the opportunity to help shape the content of the report and respond to some emerging options.
18. As always, I am very happy to receive your thoughts individually or as teams at any stage in this process, either by meeting in person, or writing to cexoffice@york.gov.uk. This is also the place to write should you have any queries about any aspect of this consultation or the Organisation Review in general.

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