

Staffing Matters and Urgency Committee

More for York - Organisation Review

Summary

1. This report provides Staffing Matters and Urgency Committee with information regarding the restructuring of senior management roles and responsibilities within the City of York Council. The report seeks approval to establish an appointments sub committee, that will be convened if required.

Strategy

2. The proposals for the organisation review have been designed to give greater focus and alignment of services to the priorities of the community and corporate strategy. The organisation review will particularly contribute to the creation of an 'effective organisation', but clearly proposals for the Directorate of Communities and Neighbourhoods, City Strategy and the options in relation to Adult and Children's Services will sustain a focus on: a thriving city, a safe city, a healthy city, a learning city, a sustainable city and a city of culture. A commitment to inclusion – ensuring equitable access to services and targeted work to narrow gaps in life chances underpins the work of all council services.

Background & Context

3. The background to the organisation review was provided in detail in the report to the Executive of the 15th December 2009. In summary, the Executive approved a comprehensive transformation programme for the City of York Council – 'More for York' on the 7th July 2009. The objectives of the More for York programme are to deliver:
 - More for customers – through improved access to services and swifter more responsive service delivery;
 - More for employees – through provision of better accommodation equipment and training for employees;

- More for our money – through increased use of the Council’s total purchasing power, collection of income and elimination of unnecessary spend.
4. The targeted savings are to amount to £15m from the base budget of the Council on a recurring basis by 2012/13.
 5. On 7 July Executive approved ten areas of the Council which would be in scope for review and redesign in order to identify in detail savings which could be made. One of the areas was a review of the senior management structures of the Council, on which matter Executive asked that the following be undertaken:
 - a review of the senior management structures of the Council to ensure that the Directorate structures are fit for purpose to deliver services in the future;
 - a review of the potential centralisation of support services such as Finance prior to the move to the new HQ;
 - rationalisation of the levels of management to give clearer focus to each focus area and reduce the cost of management across the Council.
 6. The potential to save £1.2m - £1.6m in management costs by 2012/2013, was identified to Executive.
 7. The review of the senior management structures of the Council began on the 30 September 2009 on the arrival of the new Chief Executive of the Council.
 8. The review process consisted of:
 - an appraisal of the City and the Council’s priorities as expressed in the community and corporate strategies and the extent to which existing structures are aligned to these priorities;
 - an appraisal of strengths and weaknesses of the current structures in terms of value for money, satisfaction and delivery;
 - consultation with elected members, partners, senior management, staff, trade unions, and regulatory bodies.
 - research on models and trends in high performing/lower spending unitary and metropolitan authorities.

Consultation

9. Extensive consultation was undertaken between 30 September and 4 December, the outcomes of which have informed the development of the proposals agreed by Executive.

10. Consultation has comprised the following:

- briefings with Group Leaders, Executive portfolio holders, Shadow spokespersons, Scrutiny Chairs;
- workshop discussions with Corporate Management Team, the Corporate Leadership Group, Senior Management Group and staff groupings;
- briefing of Senior Management PAs;
- briefings with Unison and the GMB and presentations at the Joint Consultative Committee negotiation meetings with all trade unions represented within the Council workforce;
- submissions received by email to chiefexec@york.gov.uk or in writing to the Chief Executive at the Guildhall from employees of the Council;
- discussions with partners within the LSP 'Without Walls' – including North Yorkshire & York NHS, York Hospital Trust, North Yorkshire Police, York St John's University, Private Sector partners, York CVS, York College.
- Discussion with the Council's regulatory bodies – the Audit Commission, Ofsted and the Care Quality Commission.

11. The consultation was framed around the following three dimensions:

- the principles which should drive restructuring of senior management;
- the process which should be followed to implement the restructure
- options/models for the senior management structure of the organisation.

12. Key findings of the consultation process were contained in the Executive report.

Executive

13. On the 15th December 2009 Executive approved the creation of the posts of:

- Director of Customer and Business Support Services;
- Director of Communities and Neighbourhoods;
- Directorate of Adult, Children and Education Services (amended from Director of Adult, Children and Family Services) and;

- to retain the post of Director of City Strategy with the revised responsibilities as outlined in the report.

14. The option was considered to be best suited to the needs of the City of York Council at this time as it provides for:

- increased focus on customer service;
- greater responsiveness to the needs of communities and neighbourhoods;
- strengthened contribution from the Council to economic development for the City;
- greater co-ordination and consistency in work with adults and children, increased opportunities for partnership working and commissioning with the health sector on health and social care provision and work on overlapping agendas for adult and children's services such as 14-19 education;
- a small senior leadership team with the greater part of the management resource involved in direct service delivery.

15. Executive also:

- approved the financial investment required to release the savings as outlined in the report;
- referred this report to a meeting of the Staffing and Urgency Committee for due consideration;
- instructed officers to make all necessary arrangements for implementation of the proposed senior management structure of CYC using the agreed processes and frameworks of CYC for such matters;
- requested the Chief Executive to keep under review the proposed implementation timescale with a view to shortening the period leading up to the full implementation of the recommendations if possible.

Appointment Process

16. The above proposals will be implemented using the Council's established Council/Chief Officer procedures for the management of change and also the protocol for appointing Chief Officers. The steps involved in these processes are:

- Convening an assessment of change panel to determine the personal impact upon existing postholders.

- Convening an appointments sub committee to select successful postholders where there may be two or more candidates suitable for one post. Appointment to these posts is a Member level decision.

Implications

17. Any implications arising from the issues raised in this report will be addressed within any associated decision making reports required in the future.

Risk Management

18. As with any significant reorganisation a risk is that the energies and focus of services and staff are distracted and uncertainty undermines morale. For that reason effective management of the change process is essential, with priority given to frequent communication throughout the organisation, support and guidance for staff affected by the change process, use of agreed procedures for the management of change and (whilst taking sufficient time to ensure the changes are properly planned for) moving at a pace to provide certainty for staff. Reduction in management posts will be challenging and put additional demands on staff unless a thorough review is undertaken of internal operations to ensure all non essential processes are minimised. As ever close attention will be paid to the performance of the organisation through this period to ensure early action on any issues which arise.

Conclusions

19. Staffing Matters and Urgency Committee is invited to note and comment on the organisation review. Decisions on the overall structure of the Council rest with the Executive which has already agreed the new structure as set out at paragraph 13 above. Therefore, whilst it is open to this Committee to consider and discuss the new structure it is not open to the Committee to amend it.
20. Staffing Matters and Urgency Committee is also asked to
 - Establish an Appointments Sub Committee consisting of five members, two from Liberal Democrat, two from Labour and one Conservative, to be nominated by the respective group leaders.
 - The Appointments Sub Committee be authorised to conduct the final interviews, select a successful candidate and make an offer of employment subject to the necessary employment procedures to any of the newly created Director posts, if required.
21. Reason: To allow appointment to the newly created Director posts if necessary.

Contact Details

Contact Details

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Background Papers:

Executive report 15th December – More for York Organisation Review
Executive report 20th October – More for York Blueprints
Executive report 7th July – Effective Organisation Programme, Efficiency Review
City of York Council Business Model,
City of York Council Corporate Strategy
Medium Term Financial Strategy
Annual Audit and Inspection letter 2009
CPA Corporate Assessment 2008
CPA Direction of Travel Statement 2008
Staff Survey results
Place Survey

Annexes

None