

CORPORATE RESTRUCTURE – TIERS 2 and 3

SUMMARY

- 1.1 This report recommends the proposed structures for 2nd and 3rd tier - Service Directors and Heads of Service as part of the Council's transformation programme 'one Derby, one council'.
- 1.2 The proposals contained within this report have been subject to extensive consultation with all 2nd and 3rd tier officers affected by the proposals as well as the Trade Unions.
- 1.3 The report proposes that the current role of Assistant Director is changed to Service Director. Full Council has agreed the creation of four Strategic Director posts and the redesignation of the 2nd tier to Service Director which demonstrates the emphasis of the role which will be to direct, lead and manage their respective services on a day-to-day basis.
- 1.4 The report recommends that the number of permanent 2nd tier officers is reduced from 26 to 20 and that the number of permanent 3rd tier officers is reduced from 97 to 74.
- 1.5 The proposed implementation date for these new structures is 1 May 2010.

RECOMMENDATIONS

2. To recommend to Council to...
- 2.1.1 Approve the proposals as outlined within this report for implementation on 1 May 2010.
- 2.1.2 Approve the implementation of the remaining tiers of the new structures by the Chief Executive and Strategic Directors in consultation with the appropriate Cabinet Member in line with existing policies.
- 2.1.3 Delegate to the Monitoring Officer the power to apportion delegated duties and responsibilities to senior officers within the new structure from 1 May 2010 pending final ratification at the Council's annual meeting.
- 2.1.4 Appoint the Chief Executive as Electoral Registration Officer and Returning Officer for local government elections with effect from 3 July 2010 and, as the holder of these statutory offices, the Responsible Officer for functions relating to elections set out in the Appendix to Part 3 of the Constitution.
- 2.1.5 Appoint the Director of Legal and Democratic Services as Monitoring Officer with effect from 3 July 2010.

SUPPORTING INFORMATION

Introduction

- 3.1 In October 2009, Council agreed a restructure of the organisation at tier 1 with the creation of four Strategic Director posts. Council also agreed a review of 2nd and 3rd tier levels to reflect the changes to the structure.
- 3.2 The outcomes of the DECATS project as well as the introduction of the new transformation programme 'one Derby, one council' mean that we need to look at reshaping the structure of the organisation to enable us to tackle the challenges that we face now and in the future.
- 3.3 The principles of the proposed new structures outlined within this report are to create a flatter management structure which is fit for purpose and able to deliver the transformation which the organisation will experience over the next 2-3 years. The structures seeks to achieve equity in responsibility therefore services have been brought together where synergies exist and a single management structure will enable more efficient and effective working at lower cost.
- 3.4 By their very nature, structure charts can initially be misinterpreted and readers can sometimes form the view of silo working. Services have therefore been placed in the Department where, after careful consideration, it is deemed the most appropriate place for them to be based. Cross-authority as well as wider-partnership working will be even more important in the future and it is the role of Strategic Directors, Service Directors and Heads of Service to ensure that this is achieved.
- 3.5 The proposed changes to structures will see the number of 2nd Tier posts being reduced from 26 to 20 and the number of 3rd tier officers reduced from 97 to 74. The proposed structure charts for each Department are shown in Appendix 2.

Impact on Structures

- 3.6 The table below shows the current numbers of Assistant Directors and Heads of Service in Each Department...

| | Children and Young People | Corporate and Adult Services | Resources | Environmental Services | Regeneration and Community | Chief Executive's | Total |
|---------------------|--------------------------------------|---|------------------|-----------------------------------|---------------------------------------|------------------------------|--------------|
| Assistant Directors | 5 | 7 | 5 | 3 | 5 | 1 | 26 |
| Heads of Service | 28 | 24 | 19 | 11 | 14 | 1 | 97 |

2nd Tier

- 3.7 The report proposes that the current role of Assistant Director is changed to Service Director. Full Council has agreed the creation of four Strategic Director posts and the redesignation of the 2nd tier to Service Director demonstrates the emphasis of the role which will be to direct, lead and manage their respective services on a day-to-day basis. A temporary post of Assistant Director – Democratic Services will remain within the Resources Department for up to a period of two years.
- 3.8 The proposed number of 2nd tier officers by Department is as follows...

| | Children and Young People | Adults, Health and Housing | Resources | Neighbourhoods | Chief Executive's | Total |
|--|----------------------------------|-----------------------------------|------------------|-----------------------|--------------------------|---------------|
| Service Directors | 4 | 3 | 4 (Note 1) | 4 | 5 | 20 |
| Service Director / Temporary Assistant Director (Fixed Term posts) | 0 | 1 | 3 | 0 | 0 | 4 (Note 2) |

Note 1 – Includes a permanent post assuming that the Customer Service and ICT posts are combined at the end of the transformation programme.

Note 2 – Of the four Fixed-term posts, two are related to the Council's transformation programmes both corporately and in Adult Social Care, one is related to succession planning and one is for New Deal which ends on 31 March 2011.

3rd Tier

- 3.9 The proposed number of 3rd tier officers by Department is as follows...

| | Children and Young People | Adults, Health and Housing | Resources | Neighbourhoods | Chief Executive's | Total |
|-------------------------------------|----------------------------------|-----------------------------------|------------------|-----------------------|--------------------------|--------------|
| Heads of Service (permanent) | 20 | 12 | 17 | 16 | 9 | 74 |
| Heads of Service (Fixed Term posts) | 0 | 0 | 0 | 0 | 1 | 1 |

3.10 Key changes, by Department, are as follows...

Children and Young People's Department

3.10.1 The number of 2nd tier posts will reduce from five to four. As part of the DECATS process, support services will be centralised in the Resources Department and the Chief Executive's Office and therefore the current Support Services Division will be deleted from the structure.

Adults, Health and Housing Department

3.10.2 Adult Social Care and Housing will remain within the same Department under a new Strategic Director post approved by Full Council in November 2009. The department will have one fixed term and three permanent Service Directors and twelve Heads of Service.

Neighbourhoods Department

3.10.3 The new Neighbourhoods Department brings together elements of the Environmental Services Department including the new Street Pride service as well as parts of Regeneration and Community. The Department includes a new division of Leisure and Culture.

Resources Department

3.10.4 The Resources Department will include Democratic and Legal Services brought together in one new division. As part of the restructure proposals, Resources will see a significant reduction in the numbers of Heads of Service. The Department will be responsible for delivering a significant element of the DECATS programme over the next three years.

Chief Executive's Office

3.10.5 The Chief Executive's Office will include Regeneration and Asset Management as well as partnerships including Derby City Partnership and the Community Safety Partnership. Caretaking, cleaning and catering will also be located within the Chief Executive's Office until a review of the service has been completed.

Consultation

3.11 Proposals were developed in October/November 2009 and the consultation process started on 25 November 2009 with a meeting of the Trade Unions. This was followed-up on 9 December 2009 with a presentation open to all 2nd and 3rd tier officers. The closing date for consultation was 13 January 2010. A follow-up session with all 2nd and 3rd tier officers was held on 26 January 2010 when the final proposals – reflecting the outcomes of the consultation were presented.

3.12 A large number of responses were received to the consultation ranging from individual responses on specific issues to joint responses from groups of Officers, Departmental Management Teams and the Trade Unions. In addition to consulting on the proposed structures, the consultation also included an opportunity to comment on the rules associated with filling the new posts.

3.13 A summary of the key issues raised was prepared for Chief Officers and these were reviewed and debated prior to the proposals included within this report being finalised. This summary and Chief Officer's decisions are shown in Appendices 3 of this report.

Next Steps

- 3.14 Work has now started on the restructuring of the remaining tiers within the organisation subject to approval by Full Council on 1 March 2010 of the proposals outlined within this report. The target date for completion of the restructuring at all levels is 1 October 2010. To enable this to happen, it is proposed that approval and implementation of the revised structures at these levels should be delegated to the relevant Cabinet Member and Strategic Director.
- 3.15 Of the 23 people that expressed an interest in taking voluntary redundancy 12 formal applications were received. Six of these were approved and one offer of voluntary early retirement has been made. The total cost to Derby City Council being £206,830. These costs will be funded through a combination of the estimated savings from 2nd and 3rd tier reductions and from the Transformation fund.
- 3.16 Officers at 2nd and 3rd tier will be matched to posts in the new structure. They will be slotted in without further assessment if the role is substantially unchanged or be required to participate in a selection process where roles have changed.
- 3.17 Generic job descriptions and person specifications have been written for Service Directors and Heads of Service with service or post specific duties and qualifications added for each job. A leadership competency framework has been developed and this will form the basis of the selection processes at 2nd and 3rd tier. For those who are slotted into roles without assessment in the Leadership competency framework will be applied as part of managing individual performance.
- 3.18 Selection processes are planned in March for Service Director posts and in April for Heads of Service.
- 3.19 The Trade Unions have requested that a separate appeals process direct to Members is set up in order to facilitate timely resolution to employee grievance and this is currently being facilitated with each of the Party Leaders.

| | |
|--------------------------------------|---|
| For more information contact: | Gordon Stirling, Acting Assistant Director – Policy, Performance and Communication Tel: 01332 258457 gordon.stirling@derby.gov.uk |
| Background papers: | None |
| List of appendices: | Appendix 1 - Implications Appendix 2 – Structure Charts Appendix 3 – Response to Consultation |

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|---------------------|
| IMPLICATIONS |
|---------------------|

Financial

- 1.1 The proposed reductions at both second and third tier levels will lead to long-term budget savings in the region of £1.875 million per annum. This is based on a reduction of five officers at 2nd tier and 23 officers at 3rd tier level.

| | Average Salary incl. on-costs @ 27% ⁽¹⁾ | Total Savings |
|---------------------------------|---|----------------------|
| 6 x 2 nd Tier posts | £94,000 | £ 564,000 |
| 23 x 3 rd Tier posts | £57,000 | £1,311,000 |
| | | £1,875,000 |

(1) Average salary based on mid-point of AD1 and mid-point of HoS2 grades.

- 1.2 As outlined in the consultation with those involved, the intention has always been to reinvest any savings made in 2nd and 3rd tier levels at 4th tier and below to provide additional capacity into the organisation where it is most needed. The savings from the deleted posts included in the DECATS targeted savings will be deducted before any of the savings are reinvested.

Legal

- 2.1 It is not envisaged that the statutory duties in respect of consultation will be triggered by these proposals; however, full consultation with the Trade Unions, in line with the statutory provisions is continuing.

Personnel

- 3.1 The personnel implications of this restructure are set-out within this report.

Equalities Impact

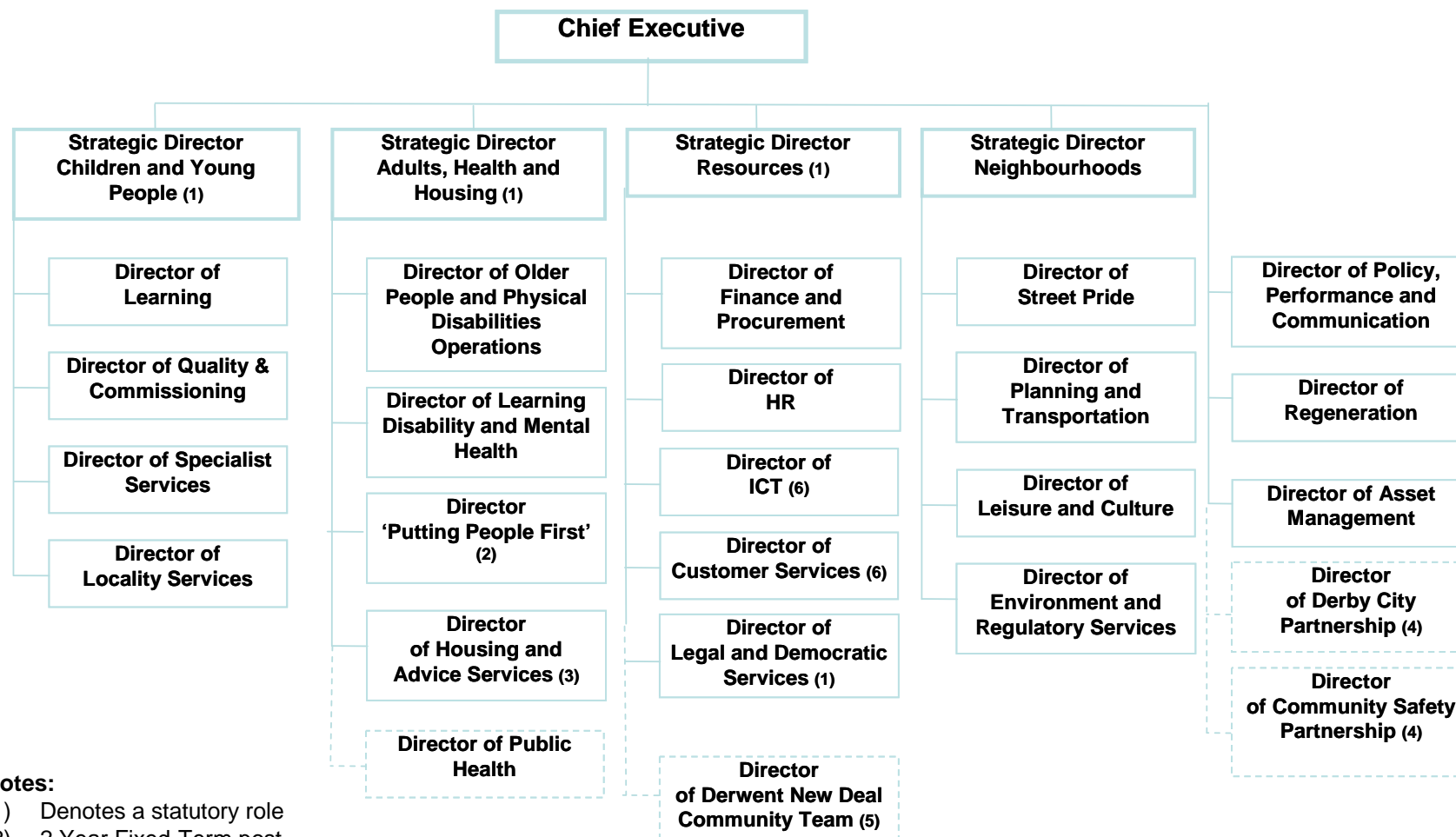
- 4.1 An Equalities Impact Assessment will be carried out once the restructure is completed.

Corporate objectives and priorities for change

- 5.1 The proposed restructure will support the delivery of all of the Council's priorities and in particular priority six – delivering excellent services and value for money.

Structure Charts

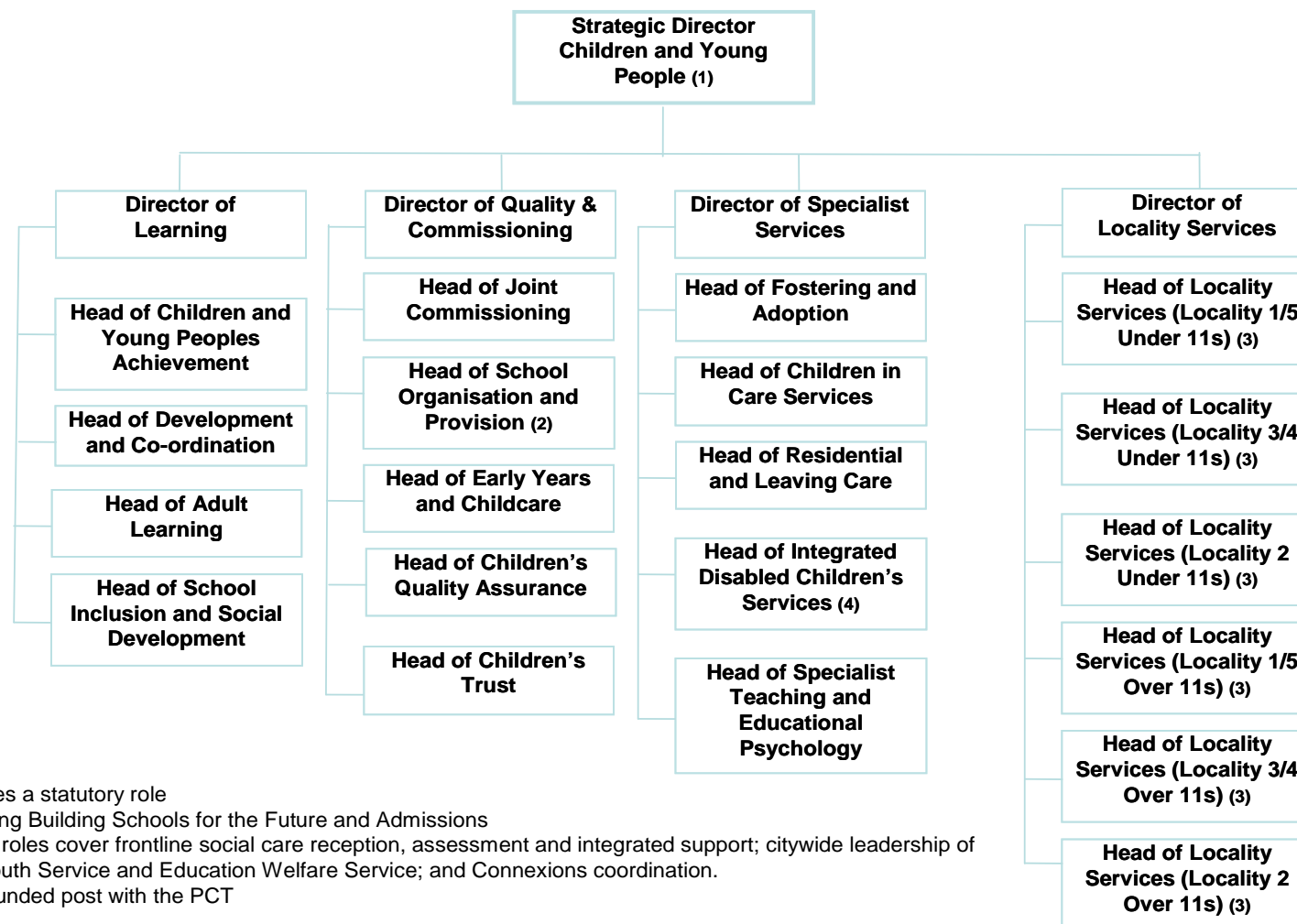
Derby City Council – Proposed Organisational Structure – Tiers 1 & 2

**Notes:**

- (1) Denotes a statutory role
- (2) 2 Year Fixed-Term post
- (3) To be reviewed when the future ALMO is determined
- (4) Until the current review of partnerships is completed and any consultation has taken place with partners, the posts of Director of Derby City Partnership and Director of the Community Safety Partnership will remain.
- (5) The Derwent New Deal programme is due to end on 31 March 2011.
- (6) 3 year Fixed-Term post.

Structure Charts

Derby City Council – Proposed Organisational Structure Children and Young People - Tiers 1 – 3

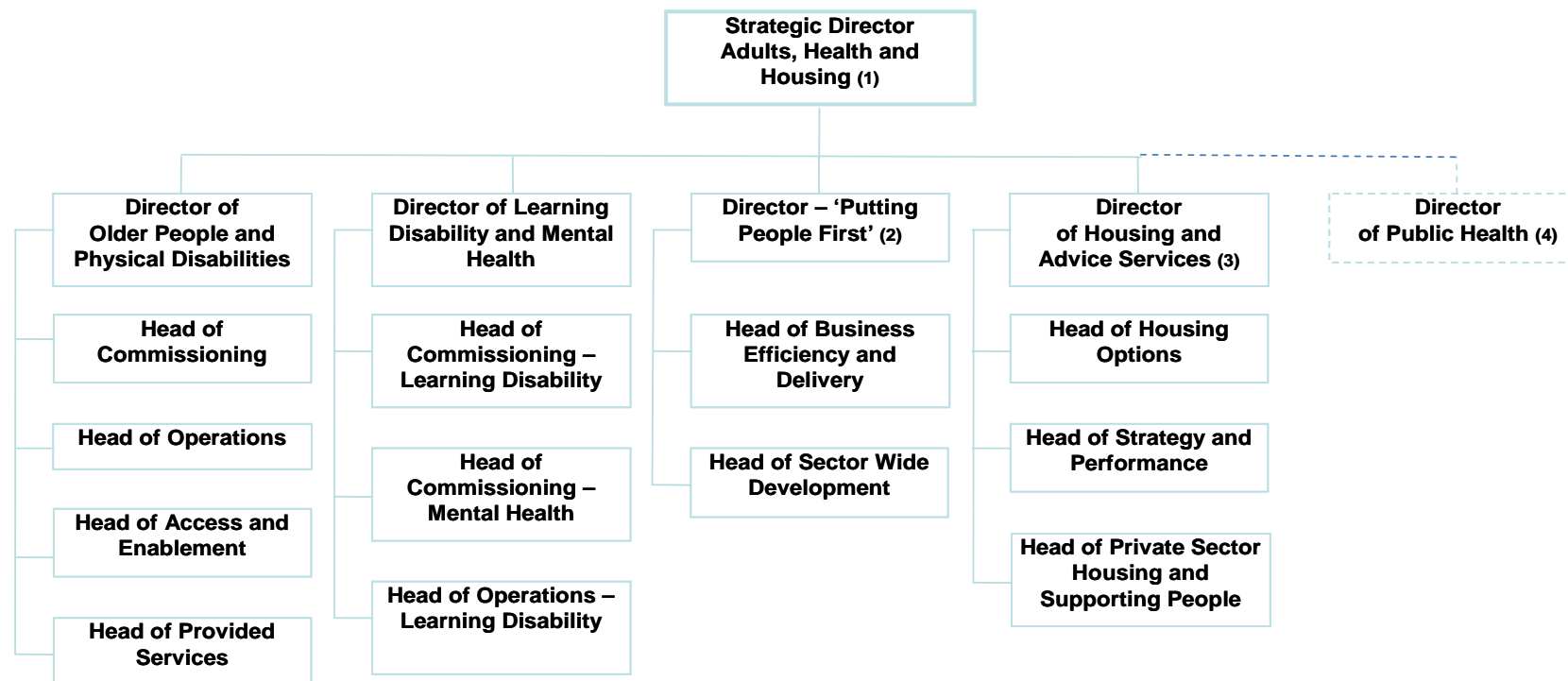

Notes:

- (1) Denotes a statutory role
- (2) Including Building Schools for the Future and Admissions
- (3) These roles cover frontline social care reception, assessment and integrated support; citywide leadership of the Youth Service and Education Welfare Service; and Connexions coordination.
- (4) Joint-funded post with the PCT

NB: Posts reporting directly to Strategic Directors or Services Directors that are not graded as Head of Service are not reflected on this structure.

Structure Charts

Derby City Council – Proposed Organisational Structure Adult Social Care, Housing and Health - Tiers 1 – 3

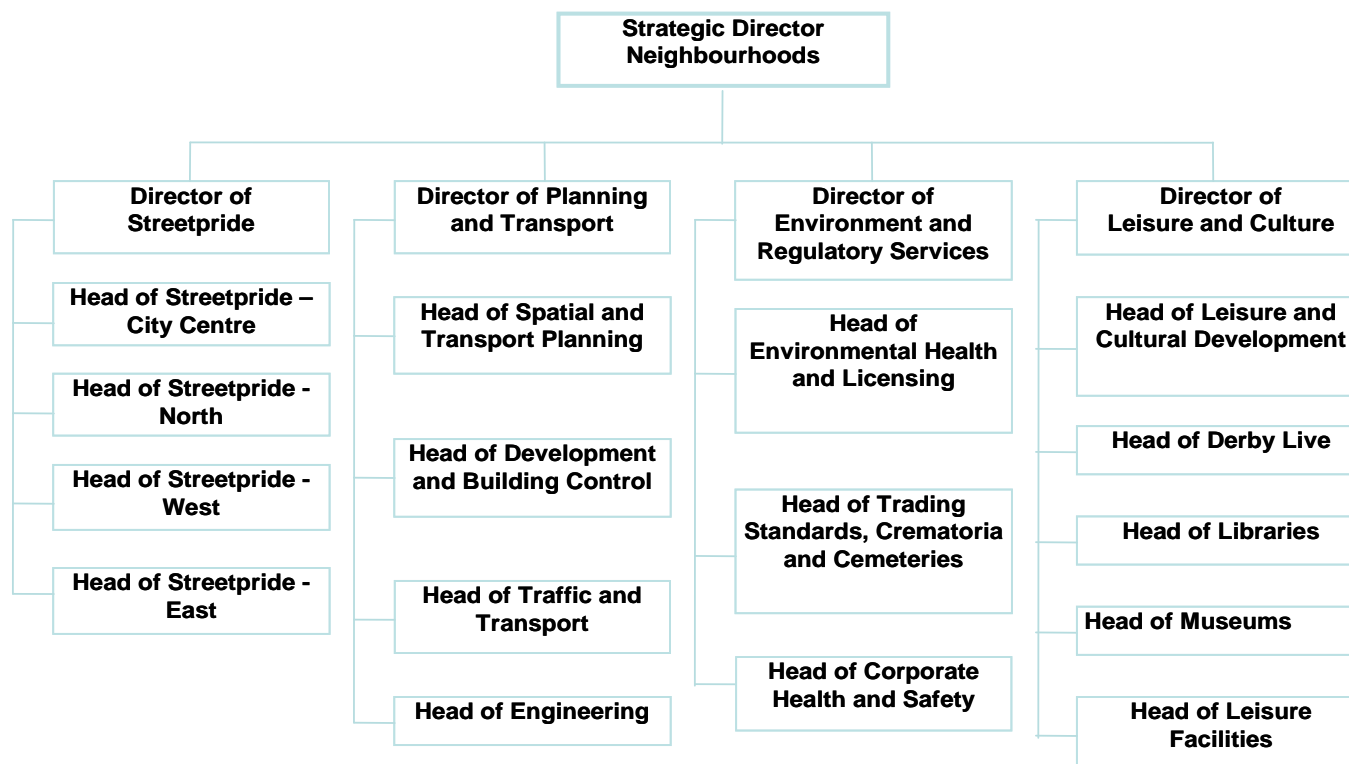
**Notes:**

- (1) Denotes a statutory role
- (2) 2 year fixed term contract
- (3) To be reviewed when the future of the ALMO is determined
- (4) Joint appointment with the PCT

NB: Posts reporting directly to Strategic Directors or Services Directors that are not graded as Head of Service are not reflected on this structure.

Structure Charts

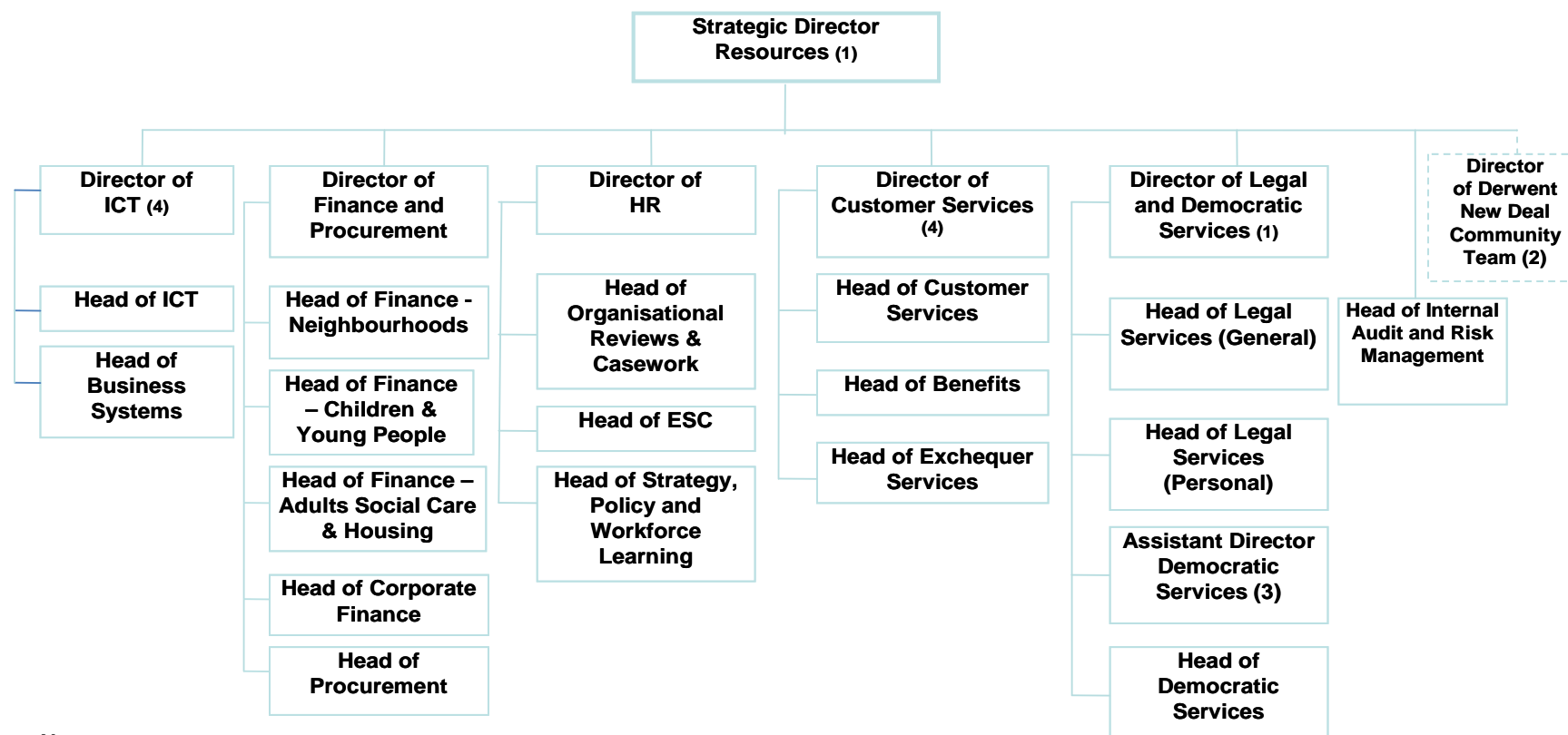
Derby City Council – Proposed Organisational Structure Neighbourhoods - Tiers 1 – 3



NB: Posts reporting directly to Strategic Directors or Services Directors that are not graded as Head of Service are not reflected on this structure.

Structure Charts

Derby City Council – Proposed Organisational Structure Resources - Tiers 1 – 3

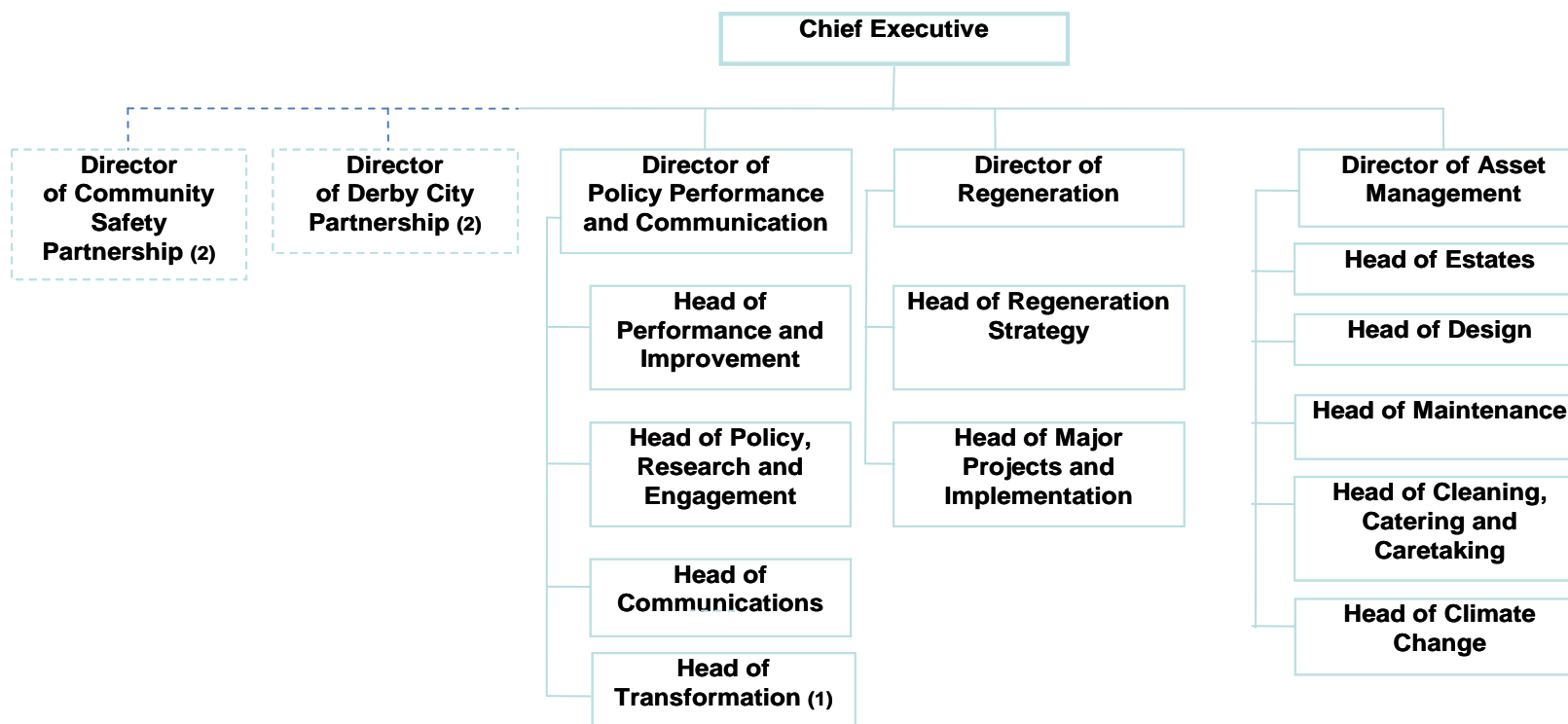
**Notes:**

- (1) Denotes a statutory role.
- (2) The Derwent New Deal programme is due to end on 31 March 2011
- (3) Temporary post for up to 2 years
- (4) Fixed-term posts for 3 years – to be reviewed after the transformation programme has been delivered.

NB: Posts reporting directly to Strategic Directors or Services Directors that are not graded as Head of Service are not reflected on this structure.

Structure Charts

Derby City Council – Proposed Organisational Structure Chief Executive's Office - Tiers 1 – 3

**Notes:**

- (1) Three Year Fixed-Term Contract. Initially this post will be filled on an interim contract basis.
- (2) Until the current review of partnerships is completed and any consultation has taken place with partners, the posts of Director of Derby City Partnership and Director of the Community Safety Partnership and the HoS posts will remain.

NB: Posts reporting directly to Strategic Directors or Services Directors that are not graded as Head of Service are not reflected on this structure.

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|-----|--|---|--|
| CW1 | Concern has been raised that by centralising support functions such as HR, Finance and ICT that managers within Departments will be expected to pick-up extra work or have lower levels of support than previously enjoyed. | The restructure proposals include the creation of a Business Support function with Business Support Managers within Departments. Their role will be to manage the interface between the centralised support functions and Departments to ensure consistency in levels of service and that individual departmental requirements are catered for. As demonstrated in the HR review however, managers will be expected to adopt a self-service approach to some aspects of support services where in the past they received more direct support. | To achieve the levels of savings required and improve the quality of support services provided across the Council, support services should be centralised. Implementation of the DECATS proposals will address this issue. |
| CW2 | The restructure has not reduced the number of Departments as the Chief Executive's Office is a department like all of the others with eight Heads of Service. | While the Chief Executive's Office may be regarded as an additional Department, the restructure has delivered an overall reduction in the number of 1 st Tier Officers from 6 to 5. | The restructure has delivered an overall reduction in the number of 1 st tier Officers in line with the principles set out in the report considered at Personnel Committee. |
| CW3 | The issue of where complaints should be managed in the future both corporately and within departments has been raised. | The management of complaints could either continue to sit within Democratic Services or could be transferred over to Customer Services. | Management of complaints to be transferred to Customer Services. |
| CW4 | The management of communication and consultation and whether this should sit within departments or centrally has been raised by a number of people. | The management of communications and consultation was raised by a number of respondents. This is currently part of a DECATS review being undertaken by PwC as part of the centralisation of services into the Chief Executive's Office. The findings of this review will be reported by the end of February 2010. | Await the outcomes of the PwC review. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|-----|---|--|--|
| CW5 | A number of requests have been made for more information on the authorities we used as comparators as part of the preparatory work for the restructure. | We looked at a number of organisational structures but came to the conclusion that everybody structures themselves differently to meet the circumstances and needs of their own organisation and the priorities they are delivering against. | Providing detailed information on the comparators we looked at will add little if anything to the process. |
| CW6 | An issue has been raised about the purpose of the restructure and whether or not it has been done to help address the Council's budget issues or to increase capacity at the frontline. | As outlined at the launch event for the consultation in December, the purpose of the restructure is to create an organisation that is fit for purpose in the future. The savings in 2 nd and 3 rd tier posts will be reinvested in other parts of the organisation as the restructure at the remaining tiers is developed. Contribution to budget savings will come from the implementation of DECATS. | The principles of the restructure were set out in the report to Personnel Committee. Any savings will be reinvested into tier 4 and below. |
| CW7 | A number of respondents have raised concerns about the need to increase capacity at 4th tier to compensate for the reductions proposed at 2 nd and 3 rd tier level. | As outlined above the consultation proposals include provision for the reinvestment of the savings made at 2 nd and 3 rd tier level into additional capacity at 4 th tier and below. | Ensure that when creating structures at 4 th tier and below, additional capacity is considered particularly in areas where there have been reductions in Head of Service posts. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|---|--|
| CW8 | The issue of how the Council will manage with 25% less staff at tiers 2 and 3 has been raised particularly when officers at these levels regularly have to work very long hours already has been raised. | The restructure aims to achieve equity where possible across the tiers meaning that Service Directors and Heads of Service should have relatively similar spans of control and workloads. | By reinvesting the savings from the restructuring exercise into tier 4 and below, Service Directors and Heads of Service should be able to focus on managing their services rather than get bogged down in day-to-day operational issues. |
| CW9 | We need to engage in a serious programme of leadership coaching and training . Consider setting aside a sum of money to enable this training programme to be effective. | There is a commitment to leadership coaching and training and money is available for such a activities in the delivery capability element of the One Derby, One Council programme. | These activities will be scoped out as part of the 'Developing Capability' element of the transformation programme which has identified additional funding for management training. |
| CW10 | Concerns about the rationalisation of workload or an equalising of responsibility across Directorates not being achieved. The proposed structure has resulted in inequity especially in Adult services. | This issue will depend on the outcome of the consultation exercise during which 3 new permanent HoS posts have been proposed in Adults Health and Housing Department. | Achieving equity across the structure has been considered both in the original proposals and as part of the revised proposals reflected in this report although it is acknowledged that achieving this across the structure will be difficult. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|--|--|
| CW11 | There is uncertainty about how and when the new structures will be implemented and management responsibilities will transfer and comments suggesting the review should not be phased to allow this to happen more easily. | To some extent the review has to be phased to allow accommodation of displaced people lower down the structure where this is appropriate. | The new structures will be implemented on 1 May 2010 as indicated in the report to Personnel Committee. |
| CW12 | This is an ideal time to include asset management responsibilities on new Job descriptions. | We have produced generic elements for all 2 nd and 3 rd tier jobs in the JDs. This includes responsibilities for asset management. | We've adopted the suggestion in the generic element of the 2 nd and 3 rd tier JDs. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|--|---|
| CYP1 | Concerns have been raised about the centralisation of the performance management and IMS function away from the Department. The issue of where ContactPoint is located also needs to be considered. | <p>PwC are currently looking at the most appropriate management model for a range of functions including performance/information management, policy, communication and consultation. Options being considered include the centralisation of these services into the Chief Executive's Office as well as some form of matrix management where services will be left within Departments but managed by a central team. The following need further consideration in finalising the structure...</p> <ul style="list-style-type: none"> ▪ The location of IMS which has been vital to developing strategy, services and managing inspection (which is more frequent in CYP than in any other service). ▪ The impact of strengthened Children's Trust responsibilities. <p>ContactPoint and related processes are a good example of functions that are related directly to work with CYP but also to support functions that will move potentially to a corporate location. If the latter occurs then the implications of that and the need to provide a strong service to and linkage with CYP Dept must be taken on.</p> | Issue CYP3 recommends the addition of an extra Head of Service post. The role of this post and its relation to the centralised performance functions into the Chief Executive's Office will be considered as PwC as part of its current review. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|--|--|
| CYP2 | Bringing together BSF, School Place Planning and the Schools Capital Strategy makes sense but the high risks and complexities need to be recognised. Including Admissions in this post is high risk and the transition to the new arrangements will need to be carefully managed. One way to manage this would be to delay the integration of the Admissions Service until after the main procurement exercise has been completed later this year. | The 4 th tier review will consider additional capacity to ensure that Heads of Service have the necessary resources available to support them particularly where additional services have been added to their role. | No change to the proposed remit of the Head of School Place Provision. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|--|--|
| CYP3 | <p>Since the original proposals were brought together the publication of statutory guidance to create an arms length Children's Trust (CT) has been introduced. This requires LAs to set up and provide the strategic leadership to CT. The CT must agree the priorities, publish, monitor and performance manage the Children and Young People's Plan, the wider work of the Trust, and partnership networks. The CT unit should also have oversight of the performance of key statutory partners in the Trust and their contribution to achieving the priorities. These partners now have a statutory duty to engage with the work of the CT and contribute funding to establish such arrangements.</p> <p>It is proposed that a separate Children's Trust Unit is established at HoS level. The funding for this post will be generated by partner contributions and some existing department funding. Establishing this role would allow the capacity for IMS functions and all inspection requirements to be retained and managed within the department.</p> | <p>There are two options available here...</p> <ol style="list-style-type: none"> 1. Leave the proposals as they currently stand. 2. Agree that an additional Head of Service post should be established. Performance management and IMS arrangements to be confirmed once PwC have concluded their project. | <p>Agree that an additional Head of Service post is established to manage a Children's Trust Unit.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|---|--|
| CYP4 | <p>SCHOOL ICT SUPPORT - Can you please consider adding a post to the proposed new structure called Head of ICT (School Support), based in Resources and funded by schools' income. This proposal is entirely consistent with the DECATS objectives to bring ICT services together in the corporate centre and to save money for the Council.</p> <p>This service has a significant role with ICT in the BSF Programme as it provides the wide area network. Given the other significant pressures that will be on the new Head of ICT, especially the investment of £11m in systems and infrastructure, there is a strong case to spread the load across two HoS.</p> | <p>Options:</p> <ol style="list-style-type: none"> 1) Accept the proposal for a new HoS schools ICT post 2) Reject the proposal | <p>The proposal is rejected on the grounds that we face similar issues in HR and Finance – whilst it may be necessary to retain schools teams for now it doesn't follow that a HoS must manage this. A longer term aim of integrating schools teams into existing teams to create further efficiencies would be a consideration so maintaining or creating HoS to manage separate schools teams would be inconsistent.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|---|--|
| AHH1 | <p>A number of responses – not only from Officers in Housing – indicate that the proposed reduction from 5 Heads of Service in Housing to 2 is too radical. The biggest risk of moving to this structure will be diluting the strategic management of the Supporting People Programme.</p> | <p>The consultation responses include a proposal that to manage the Housing Service there should be three Heads of Service...</p> <ul style="list-style-type: none"> • Head of Service – Housing Options • Head of Service – Housing Strategy and Performance • Head of Service – Private Sector Housing and Supporting People <p>It is proposed that along with the Director post, the Head of Service posts should also be reviewed following the decision on the future of Derby Homes.</p> <p>It is also proposed that the title of Director of Housing should be changed to Director of Housing and Advice Services to reflect the role of Derby Advice and the management of the Community Legal Advice Centre contract.</p> | <p>Agree the proposed additional Head of Service – Private Sector Housing and Supporting People post as suggested in the consultation responses received.</p> <p>Head of Service posts to be reviewed following the decision on the future of Derby Homes.</p> <p>Director post to be renamed Director of Housing and Advice Services. (Subject to review)</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|--|---|
| AHH2 | The Head of Service post for directly provided Older Peoples' services is currently suggested as being time limited to two years. It is suggested that this time limit should be removed. Older Peoples' directly provided services are undergoing major change, however after two years this will remain a sizeable service area with five residential care homes and day services. Additionally three of the existing care homes will be developing new functions, in close partnership with NHS colleagues. This is very positive and will be an important area of service change and development; hence it will require leadership and management at Head of Service level. | There are two options... 1. Retain the post on a two-year fixed term contract subject to review at the end of the two year period. 2. Accept the proposal to make this a permanent post. | Agree that the post should be permanent. |
| AHH3 | The title of Head of Service Performance and Information should revert to Head of Service Business Efficiency and Delivery . This is the substantive title and while it covers Performance and Information staff it has a much broader remit. In particular this post holder plays a key role in the planning and delivery of the Adult Social Care efficiency programme. | Proposed change in Job Title should be agreed. | Agree the title of Head of Service – Performance and Information should change to Head of Service - Business Efficiency and Delivery. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|--|--|---|
| AHH4 | <p>There are a number of posts (in addition to Head of Service level posts) working to Service Directors in Adult Social Care. This has the potential to adversely impact on the capacity of the Service Director, and should be minimised. There are three service areas: Community and Voluntary Sector, Market Development and Workforce Learning and Development which have some synergy. None of these areas has a Head of Service post in the current proposals. It is suggested these areas should be brought together into a Head of Service level post covering adult social care sector wide development, working to the Service Director PPF. These functions will remain beyond the period of the temporary Service Director post and this will assist in the longer term working arrangements. There are currently 2 Head of Service posts covering these functions so a reduction to one is still in line with the overall corporate reduction.</p> | <p>It is accepted that provision needs to be made for these posts and that the proposal put forward to create a Head of Service post for Sector Wide Development should be accepted.</p> | <p>Agree that a Head of Service – Sector Wide Development post should be created.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|--|--|
| NHB1 | The proposed move of the Climate Change Unit away from the Asset Management Division should be reviewed as this team only recently moved into the Asset Management Division and there are strong links between the work of the Unit and the wider Asset Management Division. | There are two options – move the Climate Change Unit into Neighbourhoods as per the original proposal or leave it in its current location within Asset Management within the Chief Executive's Office. | Agree to leave the Climate Change Unit within the Asset Management Division within the Chief Executive's Office. |
| NHB2 | <p>The consultation proposals include provision to consider combining the posts of Head of Libraries and Head of Museums after 12 months when the strategic review of these services is complete. (Note – only a review of Museums is currently underway). Concern raised (should the posts be merged) include:</p> <ul style="list-style-type: none"> • Scale of Operation • Service focus • Delivering change and transformation • Specialist expertise and leadership | There are two options – leave the proposal as it currently stands i.e. that these posts should be reviewed again in 12 months once the review of the Museums Service is completed or agree that the posts should be left as two separate posts on a permanent basis. | Agree that the posts should be left as two separate posts on a permanent basis. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|---|--|
| NHB3 | Concern raised that Health and Safety is a corporate issue and should be located within Resources Department. | <p>There are two options available – leave it in Resources under HR where it currently sits or move it into Neighbourhoods as per the current proposals.</p> <p>The Health and Safety role links well with emergency planning on business continuity giving a wider exposure to these important corporate issues. Environmental Health already has expertise in health and safety which will help improve capacity.</p> | Move the Health and Safety function to Neighbourhoods under the Director of Environment and Regulatory Services. |
| NHB4 | It is proposed that the post of Head of Strategic Planning and Transportation should be changed to Head of Spatial and Transportation Planning as this is the term now used by Government and its agencies to cover the LDF and its related functions. | The post title should be changed to reflect current practice. | Agree the change of title to Head of Spatial and Transportation Planning. |
| NHB5 | It is suggested that the Built Environment function (Conservation and Urban Design) should be located within the Regeneration Division within Chief Executive's Office. | <p>There are two options...</p> <ol style="list-style-type: none"> 1. Leave it under Neighbourhoods as proposed. 2. Move it to Chief Executive's Office under the Director of Regeneration. | To be considered as part of the Regeneration review. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
|------|---|---|--|
| NHB6 | The Arts Team moved into Derby Live in 2008 but has been getting managed by the AD due to work pressures on the Director of Derby Live. It is requested that this team should be moved into the Leisure and Cultural Development Team. | Agree that the team should move into the Leisure and Cultural Development Team as proposed. | Agree the proposal. |
| NHB7 | There is a concern that the quality of service offered to customers will suffer as a consequence of the merging of Building Control with Development Control . | There are two options... 1. Leave the proposal as-is and create a post of Head of Development and Building Control. 2. Create an additional Head of Service post and split the two functions. | No change to the original proposal – one Head of Service post covering Development Control and Building Control to be created. |
| NHB8 | Future of the catering service . | The Catering Service is currently subject to review. Until this is review is complete, a Head of Service for Cleaning, Catering and Caretaking could be created within the Asset Management Division within the Chief Executive's Office. | Create a Head of Cleaning, Catering and Caretaking within the Chief Executive's Office (subject to review on completion of the review of the catering service) |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| RES1 | <p>The proposals to amalgamate the Customer Service Division and the ICT Division under one Director means that we will be reducing the strategic capability of these two big service areas at a time when these functions will have a significant impact on the delivery of the 'one Derby, one council' transformation programme and the delivery of the DECATS projects.</p> <p>If the proposal remains unchanged, it has been suggested that there should be an additional post created of Head of Customer Experience to support the work of the transformation programme. This could possibly be on a three-year fixed-term contract basis.</p> | <p>There are a number of options to consider here...</p> <ol style="list-style-type: none"> 1. Leave the proposals as-is with the current Assistant Director posts for ICT and Customer Service being combined into one new Director of Customer Service and ICT post. 2. Agree with the consultation submissions and create an additional Director post thereby having a Director of Customer Service and a Director of ICT. 3. Agree that there is a significant amount of work to do in both of these areas over the next three years and create two separate posts (as outlined in option 2 above) for a three-year fixed-term contract basis with a view to combining these into one post at the end of the 'one Derby, one council' programme. | <p>Agree that an additional Service Director post should be created to allow a Director of Customer Service post and Director of ICT post.</p> <p>Posts to be reviewed at the end of the 'one Derby, one council' transformation programme.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| RES2 | There are implications to consider at Head of Service level, should a decision be taken to create two Director posts either on a permanent or fixed-term contract basis. | <p>If Option One above is selected, the new combined Director post will have 6 Heads of Service (subject to agreement to create an additional Head of Customer Experience post), under Option Two, the Director of Customer Service would have 3 posts and the Director of ICT would have 2 Heads of Service.</p> <p>It is proposed that the proposed Head of Derby Direct should be renamed Head of Customer Service.</p> | Agree that the proposed Head of Derby Direct post should be renamed Head of Customer Service. |

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| | Feedback received | Issues / options | Conclusion |
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| RES3 | <p>The proposal to combine the Assistant Director Legal Services and the Assistant Director Democratic Services and the proposed reduction in Heads of Service while common in many types of council has raised a number of issues about succession planning over the next 2-3 years and the need to ensure continuity of service while avoiding the loss of valuable knowledge and experience.</p> | <p>There are a number of options to consider here...</p> <ol style="list-style-type: none"> 1. Continue with the recruitment exercise for the Director of Legal and Democratic Services post and depending on the outcome, create a temporary post either of Assistant Director Legal Services or Assistant Director Democratic Services for a fixed-period of time (but up to a maximum period of two years) for the unsuccessful candidate. This would enable knowledge transfer and succession planning to take place. 2. Create an additional Head of Service post within the Legal and Democratic Services Division and have the following... <ol style="list-style-type: none"> a. Head of Registration Services b. Head of Constitutional and Members' Services | <p>Agree that steps need to be made to ensure that succession planning is enabled within the Legal and Democratic Services Division.</p> <p>A temporary tier 2 post will be created after the tier 2 appointment process has been completed.</p> <p>During this temporary, interim period, one post of Head of Democratic Services will be retained which will be reviewed when the temporary tier 2 post comes to an end.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| RES4 | <p>The current proposals will see a reduction in the number of Heads of Finance from 6 to 3 although we are currently operating with 5 as one post is being held vacant with the work being absorbed by the remaining postholders.</p> <p>A detailed response has been prepared by the existing Heads of Finance which suggests that to support the work of the Council and the new Departments requires that the Council needs to retain five Heads of Finance posts.</p> <p>One issue has been that the three proposed posts have not been defined at this stage.</p> | <p>There are a number of options available...</p> <ol style="list-style-type: none"> 1. Continue with the proposed reduction in the number of Heads of Finance from 6 to 3. 2. Accept the arguments set out in the consultation response from the Heads of Finance that we should retain 5 Heads of Finance – one to support each Department plus the Chief Executive's Office. 3. Move to a position in between i.e. 4 Heads of Finance. | <p>Agree to option 3 to create an additional Head of Finance post. This will provide strategic financial support to the three Strategic Service Directors in Adults, Children's and Neighbourhoods. The fourth Head of Finance will be responsible for the corporate 'chief accountant' role as well as providing strategic support to the Chief Executive's Office and Resources.</p> |

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| RES5 | <p>The consultation proposals include widening the role of the Director of HR to include Business Support.</p> <p>Consultation received and further work at looking at the remit of this service would suggest that consideration should be given to creating a Director of Business Support role rather than having this managed at Head of Service level.</p> | <p>The options available are...</p> <ol style="list-style-type: none"> 1. Leave the proposal as it stands with Business Support managed by the Director of HR and Business Support and supported by a Head of Business Support. 2. Create a Director of Business Support post. As outlined in the last COG report, each Department will have a Business Support Manager who will act as the link to the centralised functions within the Chief Executive's Office and the Resources Department. These posts will be below Head of Service level but would report to the Director of Business Support. Consideration needs to be given as to whether a Head of Business Support is required in addition to the Director post. 3. Should a decision be made to retain the Director of ICT post, include Business Support within this Division. 4. Wait until the DECATS design phase is complete before determining the scale and position of this function. Until then create a temporary post of Acting Head of Business Support to be located within the Transformation Team to support the work of PwC. | <p>Agree that until the DECATS design phase is complete before determining the scale and position of this function. Until then create a temporary post of Acting Head of Business Support to be located within the Transformation Team to support the work of PwC.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| RES6 | The location of the Reprographics Service has not been determined. | The Reprographics Service could be merged with the new Design Service to create a Design and Print Service or it could be integrated into the Business Support function – see below. | Integrate the service within the new Business Support function. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| CEx1 | <p>Moving the Implementation Team to the new Regeneration Division - most of the work of this team involves providing a specialist service to development control on S106 planning obligations negotiation and monitoring and undertaking more detailed forward planning work, including parts of the LDF. Concerns have been raised that the proposed move would undermine operational effectiveness by weakening links to the development control service and splitting responsibilities for the LDF.</p> <p>It is acknowledged that the Implementation Team will have an important role to play in supporting the work of the new Regeneration Division, as indeed will the Policy Team in Plans and Policies. It is suggested that support can best be delivered if the Implementation Team remains where it is. This will enable it to continue as an integral part of the wider planning function, while undertaking agreed assignments and/or secondments in liaison with Regeneration as required. It will also bring the benefit of a strengthened relationship with Transport Planning as part of the new section, in terms of the use of S106 planning obligations to offset transport impacts.</p> | <p>There are two options...</p> <ol style="list-style-type: none"> 1. Leave the Implementation Team in the Planning and Transportation Division in Neighbourhoods. 2. Move it to the Regeneration Division in Chief Executive's Office as per the original proposal. | <p>Agree to leave the Implementation Team in the Planning and Transportation Division in Neighbourhoods.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| PRI1 | Pay Protection - Significant concern has been raised by both Trade Unions and individuals in respect of our intention to make reductions to the period of pay protection. This has been by far this single biggest cause for concern during the consultation process and is commented on in most feedback submissions. | There are two options; 1. Proceed with the proposals. 2. Drop the proposals and revisit this issue when we are negotiating on single status. | This has been dropped from the current proposals. |
| PRI2 | Compulsory redundancies - The Unison response seeks assurances that no compulsory redundancies will arise from this exercise. | We cannot give assurance on this matter. We can however ensure that feedback from the consultation is seriously considered and where possible suggestions adopted to minimise the potential number of compulsory redundancies. | Proposal rejected |

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| | Feedback received | Issues / options | Conclusion |
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| PRI3 | Pay – Unison are stating that where duties and responsibilities increase salaries should be reviewed as part of this process, not just through regrading applications. A number of individual submissions have raised the issue of pay. | <ul style="list-style-type: none"> Head of service pay and grading is determined by a job-sizing scheme. Chief Officers have agreed to review the criteria on how a HoS is defined in the scheme and reduce the grades from 3 to 2 by taking out the smallest and lowest-paid grade HoS3. The new HoS roles will be reviewed using the job-sizing scheme to see if they qualify for a grade increase. We expect to see some movement in jobs from HoS2 to HoS1. There are, however, no proposals to review the pay rates for Head of Services or Service Directors. <p>Options</p> <ol style="list-style-type: none"> 1. Agree to review pay for 2nd and 3rd tier officers 2. Reject the proposal | <p>Proposal for a wholesale review of 2nd and 3rd tier pay is rejected.</p> <p>The job sizing scheme for HoS will in future comprise of 2 not 3 grades and some roles currently graded HoS 2 will increase to HoS 1.</p> |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| PRI4 | Reduce HoS grades to one grade. If the Council is moving to more generic roles then why the need for 2 HoS grades. How will the evaluations take place? | <p>The issue has been debated at Chief Officer group during the consultation period.</p> <p>There are a considerable number of HoS roles proposed and even with generic elements being identified differences in size, scope and impact still exist.</p> <p>The risk of the one HoS grade approach is it could result in uplifts in pay where jobs haven't substantially changed.</p> <p>Evaluations will take place against the existing HoS job-sizing scheme where the factor elements and point scoring remains unchanged.</p> | Proposal to move to one HoS grade rejected. |
| PRI5 | 85% too high for slotting – Unison feel that 85% is too high. Individuals have said 85% is too high and not consistent with previous exercises that have centred around 75%. | <p>Two options;</p> <ol style="list-style-type: none"> 1. Keep the threshold at 85% 2. Reduce it to 75%. | Proposal to reduce slotting criteria from 85% to 75% is accepted. |

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| | Feedback received | Issues / options | Conclusion |
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| PRI6 | <p>Right of appeal – Unison suggests a new process for appeals is established as the grievance procedure is too time consuming. The argument has been presented verbally that if a CO has, for example, declined a VR request then it doesn't make sense for the same CO to hear the grievance.</p> | <p>Options;</p> <ol style="list-style-type: none"> 1. Keep the suggested process, which may compromise timescales but preserves manager role in resolving grievances. 2. Short cut process with appeals direct to members. <p>Appeals can be made against VR requests being turned down, posts matched to, level of match and other matches to the post. Complaints about selection decisions will be dealt with as normal.</p> | <p>Proposal for a short cut process with appeals going direct to Members is accepted. (Note: this only applies to the current exercise.)</p> |

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| | Feedback received | Issues / options | Conclusion |
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| PRI7 | Guarantees for fixed term posts – where posts are deemed to be fixed term. | There are two options; 1. Those appointed to fixed term roles will be offered fixed term contracts but will retain their continuity of employment and be offered the same level of support and options as a permanent officer when their contract expires. 2. Offer those appointed to fixed term roles permanent contracts given their rights are the same as those in permanent posts. | People currently on permanent contracts appointed to fixed term posts will be offered permanent contracts. |
| PRI8 | Pension changes & compensation –the pension regulations changes effective on 1/4/10 will result in people aged between 50-54 no longer being able to access their pension if they are made redundant or take voluntary redundancy. The suggestion is we should consider giving some form of compensation for those who face this detriment during the transitional arrangements. | Options 1. Consider making a compensation payment to those affected by the pension change regulations 2. Reject the proposal to offer compensation. | The proposal to offer compensation by those affected by the changes in the pension regulations is rejected. A concession for 2 nd and 3 rd tier officers affected at this stage would treat them beneficially compared to post-holders lower down the structure who may be affected by the same change in due course. |

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| | Feedback received | Issues / options | Conclusion |
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| PRI9 | Secondments – what happens to those people currently on secondment? | <p>The intention is that people are matched to their substantive roles.</p> <p>It's possible that current secondment arrangements will be superseded by the restructure and this may result in some individual contractual issues that have to be addressed (e.g. pay protection for the duration of the contract) if the secondment comes to a premature end. This will depend on the contract wording.</p> <p>Secondees will be able to apply for vacant post(s) if they are not needed for a redeployment opportunity and after candidates who've been acting up into comparable roles are considered.</p> | <p>The rules will be amended on this issue as follows:</p> <ol style="list-style-type: none"> 1. Add a new rule; Matches are made on the basis of a post holder's substantive role. 2. Rule 3.18 to say 'Where a post holder is slotted to a post, all other matches will not be considered. The exception to this is when a slot is not secured because there has been a competitive slot situation and the post is not secured. In this case other matches may be considered'. |
| PRI10 | Reduce the number of recruitment stages - to include redeployees and act ups at the same time. As this will reduce time and ensure we get the best person for the job. | <p>The options are...</p> <ol style="list-style-type: none"> 1) Consider redeployment candidates and act ups at the same time. 2) Stick to the process outlined in the proposals where redeployment candidates are considered first and act ups after. | Proposal to consider redeployees and act ups as having the same priority status is rejected. |

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| | Feedback received | Issues / options | Conclusion |
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| PRI11 | All staff be assessed against the competency framework – not just those who are matched on a comparable basis | Options are... 1. Retain proposals that only those who are comparably matched will be assessed. 2. All people will be assessed against the competency framework. Provisional matching suggests approximately 50% will be slotted in. The timetable is very tight in terms of completing 2 nd and 3 rd tier processes in March and April and may still not be achieved. This option will make the timetable impossible. Consideration would need to be given to how we accommodate additional people who may not be appointable – and how members are involved in this for the 2 nd tier appointments. | Option 1 to be adopted on the basis that slots will be required to demonstrate the competency framework as part of their normal performance assessment. |
| PRI12 | Have TU representatives at each selection panel to observe the process. | TU are not an inbuilt part of our selection processes. This would be a major departure from accepted practice. | The proposal is rejected. |

Response to Consultation

| | Feedback received | Issues / options | Conclusion |
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| PRI13 | Include a minimum % for matching on a comparable basis to, say, 30% | <p>There are two options</p> <ol style="list-style-type: none"> 1. Keep what we've got – no minimum %, which meets Trade Union expectations about being inclusive and gives more choice to candidates. We can offer an 'opt out' in cases where people are matched against multiple jobs they don't want to be considered for. 2. Introduce a minimum % for the comparable matches. Is likely to result in less people having the chance to compete for a HoS role but could eliminate some less likely matches. What should the % be? This is likely to result in more issues than it resolves. | Option 1 to be adopted |

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| | Feedback received | Issues / options | Conclusion |
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| PRI14 | Entitlements to the post in tiers below - this concerns what happens to officers who don't secure posts at their substantive tier and if and how they will be accommodated at the tiers below. | <p>The proposed principles are silent on this issue. There are a number of options; Displaced officers could access suitable alternative posts at the tier below;</p> <ol style="list-style-type: none"> 1. On a priority basis where they are deemed suitable alternatives (i.e. they must meet the essential criteria on the person specification). They must also be appointable following a selection process. This option could see 3rd tier officers displaced as their manager bumps them. 2. On a competitive basis with others in the ring fence. This will be allowed even if there is a slot at the tier below and would turn this into a competitive process. The best candidate would be appointed. This means that slots are made on a provisional basis and finalised only when it's clear what happens to the tier above. 3. On a competitive basis where no slot for that post exists. If there was a comparable match or more than one comparable match then a selection process would include the displaced officer from the tier above. The best candidate would be appointed. This is the most restrictive option but does reinforce the 'a slot is a slot' idea. | Option 2 to be adopted. |

Response to Consultation

| Issue | Response |
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| Consultation process has been rushed through and time has been lost over Christmas | Members are keen that the reorganisation is concluded in a timely fashion. Previous review experience suggests once a review starts it's better to conclude swiftly so not to prolong uncertainty. Clearly this has to be balanced against other factors. It was never going to be good timing but we have exceeded our legal obligations in respect of the consultation period. |
| Consultation is flawed because some areas of the review lack clarity. | This can be argued in respect of the HoS roles in Finance and the location of catering. But both these issues have been resolved as part of the consultation process. Job descriptions will be released at the point when matches and level of matches are confirmed. Until then only job outlines are available. This is partly as a consequence of the timetable but partly in recognition that the consultation process is likely to result in changes to the proposals. |
| Existing structures not included | The current structures have now been posted on Sharepoint. This was done as soon as the request was made. |
| Lack of clarity with regard to partnership organisations | Some of the partner organisations are undergoing internal reviews, the DCP and CSP. It would be helpful if the principles adopted as part of this review were mirrored by the partner organisations. (Tier 2 and tier 3 managers know what their existing structures are). |
| How does the 85% (now 75%) criteria work? | Chief officers will work with HR to determine what elements the post holder is currently doing compared to the new post. Consideration is given to the addition or removal of new functions and areas and the numbers of people they are likely to manage. In addition consideration is given to changes in terms of impact the new role has. The current JD can be used to inform this process. The level of match can be appealed if individuals disagree with the assessment. |