

SUBJECT:	Enterprise – achieving balance and strengthening the front line
MEETING:	Cabinet
DATE:	31st July 2019
DIVISION/WARDS AFFECTED:	ALL

1 PURPOSE:

- 1.1 To seek approval to reorganise roles and responsibilities within the Enterprise Directorate to balance workloads, reflect synergies in roles and services, and to better reflect service and project demands as far as possible within resources available.
- 1.2 To create additional capacity within the frontline services where significant demands have been identified.
- 1.3 To create career expansion/progression opportunities whilst releasing resource to undertake project based work and general support to the Enterprise Senior Management Team (SMT).

2 RECOMMENDATIONS:

- 2.1 To approve the investment into new posts to support service demands and funding strategy described within the report (Appendix 2 and 3).
- 2.2 To approve the new Enterprise SMT structure and roles and responsibilities (Appendix 1b).
- 2.3 That the Chief Officer for Enterprise proceed with the implementation of the new structure and make any amendments that might become apparent during the process in consultation with the Cabinet member for resources.

3 KEY ISSUES:

- 3.1 The Enterprise Directorate provides a pivotal role in supporting the wider aspirations of the organisation, public service board and our community. There are many challenges facing us as a society and more acutely as a Local Authority. Issues such as continuing to raise our standards in education and learning, climate change, loneliness, increasing demands for affordable housing, transport, mental health, social justice, an ageing population, obesity and lowering levels of physical activity are but a few of the headlines that need most attention.
- 3.2 Enterprise is multi-faceted and has many objectives. It strives to become more commercial where opportunities arise, deliver preventative functions, frontline services and support delivery of services for other aspects of the organisation and partners.

- 3.3 The Chief Officer for Enterprise has reviewed existing workloads coupled with future demands upon senior managers within the Directorate and assessed how the current Enterprise SMT might be reorganised to better fulfil these demands, to address corporate priorities and to respond to wider regional and national initiatives.
- 3.4 Discussions and SMT meetings have been held with Enterprise managers about future planning, succession planning, roles/work demands, changes to service provision and transformation along with career development opportunities. The opportunity has also been taken to highlight any shortfall in resources to adequately address critical aspects of service and current project delivery.
- 3.5 The report highlights the recognition of the workload pressures upon the existing SMT and equally the need to create capacity to place greater emphasis upon projects and corporate priorities. It is quite clear that there is no shortage of 'good ideas', ambition, a depth of expertise and experience but there is limited resource to deliver these projects in a realistic timescale.
- 3.6 Enterprise SMT has given consideration to how the existing roles of the team (Appendix 1a) might be reorganised to address some of the issues mentioned above. The proposed new structure for the new Enterprise SMT is provided in (Appendix 1b) with roles and responsibilities listed under each Officer.
- 3.7 The Enterprise SMT restructure is considered necessary to:
- a) Offer role expansion and experience for Heads of Service and create new Heads to join the wider team,
 - b) Provide a management structure that facilitates a team ethos developing the sense of a team through succession planning and officer development,
 - c) As far as possible to release suitable resource to undertake major projects on a time limited basis,
 - d) To better balance workloads amongst senior managers whilst diverting some resource to service projects and initiatives (acknowledging the constraints of funding).
 - e) To focus on the delivery of corporate priorities and reflect these in any new arrangements.
 - f) To provide additional capacity within the frontline services to support increased demands.
- 3.9 As set out the role of the Directorate is very broad so to place the restructure in context, the services and functions of the Directorate are summarised under the various Heads of Service listed in the proposed structure (Appendix 1b). Some of the additional demands that have dictated the restructure are discussed below:
- i. The prosperity of our businesses and towns is a corporate priority and increasingly Enterprise is supporting this through Town development plans or 'Master' plans (e.g. Abergavenny, Caldicot, Usk – all of which are at different stages) plus some 'public realm' schemes (e.g. Monmouth Agincourt Square). The projects are progressed through a mixture of in house and consultancy resources however to maintain progress managers need to be able to devote more time to the projects.

- ii. The capacity and expertise to bid for and subsequently manage the development of transport initiatives requires suitable staff resource to support them (e.g. the Chepstow transport scheme, the third lane on A40 Monmouth, Llanfoist Active Travel bridge, Wye Active travel bridge) whilst ensuring the county is adequately represented at the wider public transport debate at a regional level (e.g. Cardiff Capital Region Transport Authority (CCRTA), Transport for Wales (TfW) and any sub region arrangements).
- iii. A new Local Development Plan (LDP) is in development which will in many ways direct how Monmouthshire grows in the future. As well as the more traditional function of allocating housing land it should also guide the future employment, commerce, retail and leisure offer for the county and as such will influence the county's prosperity and what it might look like in the future. To complement the LDP, a Local Transport Plan (LTP) will also be prepared to include both private and public transport.
- iv. Council has taken the decision to retain the group of services that are currently known as Tourism, Leisure, Culture and Youth and to transform them via an in house model to Monlife. There is work to be done to achieve the brand and brand values which will also require us to create a modern flexible organisation. In order to give the services the opportunity to be respond to modern day demand and challenges the service will require investment and further reorganisation. Planned activities will seek to exploit the commercial benefits and opportunities for Monlife services going forward - business planning, performance, evidence based decision making and culture will be the cornerstones of its success.
- v. Falling upon the same management team is the need to sustain service provision within existing budget pressures. A significant set of future work demands will be the consideration of the future management of the Housing Waste Recycling Centres and long term depot requirements.
- vi. Coupled with this are the more traditional frontline roles of the various parts of the Enterprise Directorate including amongst other things community development and engagement, economic development and business support, highways maintenance, planning, housing, active travel, countryside, parks, building control, leisure facilities, museums, youth services and enterprise, sports development, communications and engagement, events and Borough Theatre.

4 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

- 4.1 This report seeks approval to alter the Enterprise staff establishment in order to facilitate the range of projects and initiatives listed within this report, existing activities associated with the Council's corporate priorities and the continuation of delivery of the wide range of services provided through the Directorate. The report does not seek to amend or add to these policies or services that direct the nature of services provided to the public. The report deals solely with staffing matters and as such a Future generations and Equality assessment is not considered appropriate or of relevance in this instance.

5 OPTIONS APPRAISAL

- 5.1 The Proposals have been considered as part of a consultation exercise amongst senior Enterprise managers and various options of service configuration examined, before arriving at the proposed Enterprise SMT (Appendix 1b) and the requirement for additional posts (Appendix 2). The various permutations are not listed here as they did not demonstrate best use of resources or value for money.
- 5.2 An option remains not to proceed with the restructure as proposed and retain the existing arrangements as detailed in Appendix 1a but the current structure does not currently offer the best use of resources and delivery of services. In fact the delivery of corporate priorities will be jeopardised without reorganising roles and responsibilities to reflect demand. In addition, the current structure will not develop or retain existing senior managers or provide opportunities for succession planning.
- 5.3 The additional posts proposed (Appendix 2) respond to some of the identified service and function demands that are not presently being optimised with current staffing arrangements. Again the option remains not to proceed with some or all of these posts being created. There would be an ongoing risk that any decision not to proceed would reduce the directorate's ambitions and ability to deliver the Councils corporate priorities.

6 EVALUATION CRITERIA

- 6.1 The wider implications of introducing the structure will be reflected in the service plans and monitored through this mechanism. Regular reviews of performance and action with relevant officers will also be undertaken through one to one meetings, annual reviews and engagement with Select Committees when required. Whilst the new structure cannot 'guarantee' delivery it does place the Directorate in the best place to respond to demands whilst acknowledging cost and budget implications.

7 REASONS

- 7.1 The Corporate Plan and priorities describe the ambitions of the Council. The Enterprise directorate plays a major role in delivering the front line public services that are critical to delivering the Council's core vision of building sustainable and resilient communities for the benefit of current and future generations. This restructure exercise seeks to make best use of the existing senior management resource required to maintain service delivery and also to develop some of the projects that will underpin the priorities, in particular a thriving and well connected county and maximise the potential of the natural and built environment and the various initiatives (22 for 22) incorporated in the plan to reflect these priorities.
- 7.2 The proposed structure (Appendix 1b) redistributes functions and services where workloads and synergy suggest. The consultation exercise has also highlighted some aspects of critical service delivery where resources are insufficient therefore proposed additional posts are listed in Appendix 2.

8 RESOURCE IMPLICATIONS:

- 8.1 The cost implications of the restructure and amendments/additions to the establishment are detailed in Appendix 3.
- 8.2 It should be noted that there are presently inconsistencies in the Heads of Service pay within the Council overall. This restructure addresses this by moving all Heads of Service reporting directly to the Chief Officer of Enterprise onto the same single pay band. It is also recognised that the extent of the job roles for Heads of Service in the new structure are extensive and the new grades better reflect the level of responsibility attached to their roles. This assists in ensuring that we retain the high quality senior management team within Enterprise.
- 8.3 There are no costs indicated against some new posts within the revised establishment and they are notated as 'capital/grant' funded. This denotes that the cost of the post(s) does not fall upon the Council's revenue budget but are reliant upon funding through capital budgets or grants.
- 8.4 The new establishment suggests a saving on the Enterprise revenue budget of £8211. This saving will be utilised to support the forthcoming restructures in Neighbourhood Services. Therefore no budget adjustments are required.
- 8.5 Any costs associated with the implementation of the structure (redundancies, commuted sums etc.) will fall upon the Enterprise service budgets to fund but should this prove insufficient, then corporate funding will be sought to cover any one off severance costs.

9 CONSULTEES:

Enterprise DMT
Trade Unions

10 BACKGROUND PAPERS:

Appendix 1a	Existing Enterprise SMT Structure
Appendix 1b	Proposed Enterprise SMT Structure
Appendix 2	Details of Additional Posts
Appendix 3	Associated Budget Implications

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