

Business Change Mandate (Including Budget Mandates) Proposal Number: B11

Title: Leadership and Management Restructure

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	Paul Matthews / Kellie Beirne
Date	15.09.15 Updated 7.12.15

How much savings will it generate and over what period?
The realignment of key senior posts and roles will generate £225k in efficiency savings and an additional £90k from a whole-authority review of engagement, communications, marketing and Whole Place Total £315.00.
Directorate & Service Area responsible
Chief Executives'
Mandate lead(s)
Paul Matthews and Kellie Beirne

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The objective of this mandate is to build upon the already significant re-adjustments made to senior management structures within the Council aimed at flattening tiers, reducing hierarchy and driving ongoing efficiency savings. The first structural re-design carried out by the Chief Executive in 2010 alluded to the need for staffing structures to constantly adapt and adjust to a 'permanent state of transition'. This mandate aims to further advance this and to ensure that as the whole organisation works to become more efficient and effective, corresponding changes are made to systems and structures to support purpose, priorities and values-driven leadership. It includes in particular, a focus on how we create better alignments across engagement, marketing, Whole Place and communications.

What evidence have you got that this needs to be addressed?

The evidence base is:

- Indicative settlements show significantly reduced resources over the medium-term
- Prospect of further structural and policy change in the short and medium-term
- Engagement, Whole Place, marketing and communications currently operate disparately and although links are made, where possible, its clear that we need to leverage the value of more local engagement and community empowerment
- The need to ensure staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement - and demonstrate contribution to core purpose: 'sustainable and resilient services'
- The need to ensure alignment between service changes and redesign and resultant altered staffing needs

How will this proposal address this issue

The proposal is for comprehensive re-adjustment of structures, posts, roles and functions, so that the organisations' leadership, values, alignments, processes and structures are fit for purpose as we adapt to further waves of change and instability and continued financial turbulence. Our aim ongoing, is to create a whole new cost structure for our organisation and as such we must in-build the ability of our staff teams to be nimble, fleet of foot and flexible. This is more than just re-jigging posts and structures to achieve a financial efficiency – the fundamental aim is to create organisational structures, systems, processes and behaviours that are capable of demonstrating 'council of the future' capabilities.

People are our best resource and we need to ensure they are playing to their strengths and are positioned to serve our organisation and our communities in the most effective ways. This proposal is entirely in the spirit of our People and Organisational Development Strategy and our aim to create the whole-organisation conditions that allow people to connect to their purpose in order to deliver sustained improvements for our residents, businesses, partners and communities.

What will it look like when you have implemented the proposal

Fully implemented, the proposal will alter the role and shape of key elements of leadership and management structures to ensure we have the right people in the right places and posts to enable delivery of the priorities that communities tell us matter most – promoting excellence in education, protecting the vulnerable, supporting enterprise and maintaining local services. In the light of the changing policy, financial and social backdrop – this process has to be about much more than matching people to posts and ‘service responsibilities’ and becoming more lean and efficient - even these have to be clear objectives. There will be a particular focus on how we build the structures and competencies for deeper, meaningful local engagement and align our whole-authority approaches to engagement branding and marketing.

These changes are about reinforcing necessary leadership competencies and promoting the ‘can do’ purpose-driven mind-sets that create the kind of culture we want to grow our people in.

Expected positive impacts

- Aligning people’s skills and competencies to delivery objectives and priorities
- Further reinforcing our ability to be nimble, adaptive and flexible
- Increased organisational efficiency and effectiveness
- Impact is in top tiers of organisation and maintain focus on preserving the front-line
- Reinforcement of principles of People and Organisational Strategy – people with purpose improve performance

Expected negative impacts

- Fewer people with a keener focus on priorities and what we can afford to do – will inevitably mean there will be some things we can no longer do and the best we can do to mitigate this, is to be clear and upfront about what these things will be.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?						
Service area	Current Budget £	Proposed Cash	Proposed non	Target year		Total Savings

		Savings £	cash efficiencies – non £	16/17	17/18	18/19	19/20	proposed
Chief Executives'		£102,000		102,000				102,000
Enterprise, CYP & SCH		£73,000		73,000				73,000
Operations		£50,000		50,000				50,000
Engagement, Communications, Marketing and Whole Place review		£90,000		90,000				90,000
Total		£315,000						£315,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
N/A	Developing the most efficient and effective staffing structure and leadership and management systems – is an ongoing objective and is ingrained as part of our overall approach to improving services.	Chief Executive

4. Consultation

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
SMT	August 2015	ongoing over period of last 12 months
Other Service Contributing to / impacted		
Senior leadership team	September 2015	
Select Committee	Covered in all	<ul style="list-style-type: none"> Children & Young People - 21st October at 2pm

	selects	<ul style="list-style-type: none"> • Strong Communities - 22nd October at 10am • Economy & Development - 4th November at 10am
Public and other stakeholders	8 th October to 31 st November	
Cabinet (sign off to proceed)	6 th January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Indivial teams/ JAG and Unions as relevant	People Services	Sept-Dec 2015

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Share information on structure redesign and identify specific changes	Leadership Team	September 15 – October 15
On going Consultation with individuals and Unions as required.	Leadership Team	October to end of march 16
Implementation - <ul style="list-style-type: none"> • Reviewing structures and business need. • Implementation of Protection of employment policy. 	Leadership Team	April 2016 or before if achievable
Establish any potential redundancy costs (if appropriate)	Leadership Team / finance	January 2015

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc.

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)

Potential redundancies	Change management reserve	
HR expertise required	Within current establishment	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Reduction in staffing cost	315,000							
Performance	KPIs and Improvement Plan								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Reduced workforce at time of significant operational pressure and policy/ structural	Strategic and operational	Becoming more efficient will result in some cases, in fewer people. Data tells us demand is peaking for certain services. Policy and financial context is changing.	Medium	Medium	Medium	Amount sought in terms of financial savings relatively small – opportunities to reduce staff time are being taken (as opposed to delete posts) will be taken wherever possible. Whole organisation structure will be reinforced to mitigate any impact of losses so that key roles covering core priorities are covered with the relevant levels of expertise.	High

change and further potential impacts around loss/ reduction of experience							
Potential impact on customer satisfaction and perception as some non-priority activities will no longer be carried out	Strategic and operational	Demand for all services remains high	Medium	Medium	Medium	Need strong message through the engagement process that we can no longer continue to run all the services and provide all functions we have 'til this point.	Med
Desired linkages across engagement, Whole Place and communications are not made in the way envisaged and gaps occur, potentially impacting income generation	Strategic	Income generation and 'selling' key aspects of our offer is critical to future sustainability	Medium	Medium	Medium	Ensure alignments occur effectively and in line with community need and priorities. Follow patterns developed via community governance review and focus on those areas in which highest potential exists.	Med

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Financial efficiencies	Efficiencies can be achieved as a result of changes in workforce and proposed	Chief Executive and Leadership

will be one outcome of this exercise	realignments	Team
Better alignment of core communication, engagement and Whole Place activities to achieve a 'whole team' focus	There should be a better impact on engagement across the board as teams currently operate separately	Chief Executive and Leadership Team

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
September 2016	Senior Leadership Team








<p>Name of the Officer Paul Matthews/Kellie Beirne</p> <p>Phone no: 01633 644686 E-mail: kelliebeirne@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Mandate : B11</p> <p>The objective of the mandate is to build upon the already significant re-adjustments made to senior management structures within the Council aimed at increasing leadership flexibility, flattening tiers, reducing hierarchy and realigning spans of control.</p>
<p>Name of Service Cross Organisation</p>	<p>Date Future Generations Evaluation September2015/Updated 07/12/2015</p>

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The mandate looks to align people's skills and competencies to increase organisational efficiency and effectiveness to maintain focus on front line delivery.</p>	<p>Identify training and development needs to meet the changing roles.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support</p>	<p>Staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement – and demonstrate</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
resilience and can adapt to change (e.g. climate change)	contribution to core purpose 'sustainable and resilient services'	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The organisation continues to target resources to the Key 4 priorities of the Council.	Supporting welfare through change process via a holistic change plan that incorporates health & wellbeing of our staff affected by any changes.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The proposal to realign structures within the organisation to ensure that we have the right people in the right places to enable delivery of priorities that the communities tell us matter.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Identification through structure/skill review consideration to commercial awareness to be considered.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	In Monmouthshire we actively support the Welsh Language measure and continue to support officers to undertake welsh language education.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	We ensure that our protection of employment policies are delivered to ensure equality opportunities are implemented during any structure realignment.	We will continue to work with our unions in order to receive feedback to ensure that we continue to work within our policies in relation to equal opportunities.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>Indicative settlements show significantly reduced resources over the medium term. Creating a nimble work force structure demonstrating a 'council of the future' capability.</p>	<p>The organisations budget mandate planning process now spans across the Councils Medium Term Financial planning timescale in order to give a longer term robust financial plan, this provides an opportunity for preparedness and to be a council of the future.</p>
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>The re-alignment of structures will increase organisational efficiency and effectiveness enabling resources to be directed to deliver on the four priorities of the Council and in line with the Single Plan.</p>	<p>As above Greater strategic longer term vision to align resource requirements to future service delivery.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Current engagement, Whole Place, marketing and communication currently operates disparately, by aligning people's skills and competencies in a new structure will enable more local engagement and community empowerment.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Organisational efficiencies will enable resources to be directed to deliver on the four key priorities of the Council. We will continue to review our structure to ensure flexibility which will continually enable us to realign staff resources to business need.</p>	<p>We will continue to review our employment policies to enable this flexible approach. (as supported in mandate B16)</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The organisations vision to deliver services locally and through sustainable models rather than cease services this supports integration with the community and positively impacts on people, economy and our environment.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Neutral		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	Neutral		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Neutral	Neutral	
Corporate Parenting	Neutral		

5. What evidence and data has informed the development of your proposal?

Indicative settlements show significantly reduced resources over the medium-term. Currently the organisational structures, systems, processes and behaviours need to be capable of demonstrating 'council of the future' capabilities.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Creating a whole new structure for our organisation will provide the ability of our staff teams to be nimble, fleet of foot and flexible. People's skills and competencies will be aligned to deliver the objectives and the priorities of the Council, with a reduction in funding this will be more important than ever.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Share information on new structure	October 2015	Paul Matthews/Kellie Beirne	
On-going consultation with individual's and unions	October 2015 – March 2016	Paul Matthews/Kellie Beirne	
Implementation of staffing structure	April 2016	Paul Matthews/Kellie Beirne	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

Quarterly budget reviews
Review of new structure against Organisation priorities