

**SUBJECT: Restructure of the Strategic Operations Team**

**MEETING: DMT**

**DATE: 04<sup>th</sup> September 2023**

**DIVISION/WARDS AFFECTED: All**

### **1. PURPOSE:**

- 1.1 To consider a restructure of the Strategic Operations Team to ensure clarity on the roles and responsibilities on a permanent basis.
- 1.2 To formalise the realignment of the post of Senior Health and Safety Advisor to Neighbourhood Services and the Finance and Funding Lead Officer into Finance.
- 1.3 Additional resource is required due a current shortage of capacity and resilience within the Strategic Operations Team to enable all core functions to be fulfilled and mitigate risks throughout the Communities and Place Directorate.

### **2. RECOMMENDATIONS:**

- 2.1 Re-grade the Strategic Operations Manager post (from a Band M to a Band K) to note changes in responsibility ie the removal of Borough Theatre/ Procurement/ Health & Safety.
- 2.2 The Deletion of the existing Systems Assurance and Process Review Officer Post (Band I).
- 2.3 The change of post title, from Business Support Officer (Band E) to Strategic Ops Support Officer (E).
- 2.4 The Creation of the Permanent role of Business Assurance/Governance Co-ordinator (Band G).
- 2.5 The Creation of role of the Permanent Business Improvement (& Customer) Officer (Band F).
- 2.6 To agree the permanent realignment of the Finance and Funding Lead Officer into Finance and the Senior Health and Safety Advisor into Neighbourhood Services.

### **3. BACKGROUND AND KEY ISSUES:**

- 3.1 The Strategic Operations Manager left post in October 2022. The post has remained vacant while a review of the post and structure of team was undertaken. The review has identified the need to reinstate this post to manage the core team and functions. The Systems Assurance and Process Review

Officer has been undertaking the majority of these duties and responsibility of this role since 10/10/2022 (without remuneration).

- 3.2 The current post holder of Business Support Officer has been performing elements of the Systems Assurance and Process Review Officers post, along with taken on additional responsibility for other tasks regarding Business Assurance and Governance on behalf of the Directorate (without remuneration).
- 3.3 The review has identified the Strategic Operations Team requires additional resource to build resilience and capacity and ensure core functions are fulfilled. This additional resource can be utilised to support Corporate projects for the Directorate (including the council wide Customer Review).

Core Functions the Strategic Operations Team support/lead on for service areas of the Communities and Place Directorate:

Diary Management, DMT, Cabinet Member Briefings, Regional Directors, Forward work plans, Customer and Elected Members correspondence, Risk Management, Digital and Systems development. Coordinating the Directorates Business Continuity, SAFEs, Audits, Service Business Plans, Risk Assessments, FOIs, EIRs, SARs, Compliments and Complaints, Training. Data analysis, service improvement. Corporate Projects including Customer service review, implementation of the learning management system, SharePoint online and e-recruitment.

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

As this is an operational matter no political decision is required

**5. OPTIONS APPRAISAL:**

5.1 Table One which follows contains and analysis of the options considered:

Table One: Options Appraisal

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> <li>Do nothing</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Core functions are not fulfilled.</li> <li>Directorates risk continue without any mitigation</li> <li>Staff retention</li> </ul>	
<ul style="list-style-type: none"> <li>Permanent Restructure of the team</li> </ul>	<ul style="list-style-type: none"> <li>Core functions are fulfilled</li> <li>Resilience created within the team</li> </ul>	<ul style="list-style-type: none"> <li>Budget pressures</li> <li>The Proposed restructure is constrained by</li> </ul>	<ul style="list-style-type: none"> <li>The proposed restructure has been designed whilst taking consideration of</li> </ul>

	<ul style="list-style-type: none"> <li>• Capacity is created to support corporate projects</li> <li>• Improved management and mitigation of Directorate Risks</li> <li>• Staff development opportunities to assist with succession planning</li> <li>• There is a need to improve Internal and External Customer Service within the Directorate</li> </ul>	<p>budget and may need to be revised at a later date</p>	<p>the budget constraint.</p> <p>le in an improved financial situation the structure would also include;</p> <ul style="list-style-type: none"> <li>○ A Data/ Systems Officer (e.g., data, vacant posts, SPOCs)</li> <li>○ And resource included to assist with supporting the rollout of corporate projects (SharePoint migration, thinkqi and e-recruitment)</li> <li>○ Resource for workforce development/ training/ succession planning</li> </ul>
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## 6. REASONS:

6.1 Additional capacity is required due to there being a current lack of capacity and resilience within the Strategic Operations Team to enable all core functions to be fulfilled and provide Operational and Strategic Business assurance to mitigate risk for the Communities and Place Directorate.

6.2 To provide the team with clear roles and responsibilities on a permanent basis.

## 7. RESOURCE IMPLICATIONS:

7.1 The creation of two new Permanent posts is within budget due to the regrading and deletion of existing posts: the additional Business Improvement (& Customer) Officer (Band F) will be funded through a restructure within neighbourhood services (waste department) with a team who undertakes tasks with frequent resident engagement.

7.2 All posts have been evaluated in advance of this report being presented to DMT.

<ul style="list-style-type: none"> <li>• Strategic Operations Manager (Band K) SCP 40</li> <li>• Business Assurance/ Governance Co-ordinator (Band G) SCP 23</li> <li>• Business Improvement (&amp; Customer) Officer (Band F) SCP 19</li> </ul>	<p>Re-grade £10,193 (including on costs) Budget saving from Band M</p> <p>£41,617 (including on costs)</p> <p>£38,327 (including on costs)</p>	<p>Within budget</p> <p>Increased cost covered above and due to deletion of Band I Post</p> <p>Funded through a restructure within neighbourhood services (waste department) with a team who undertakes tasks with frequent resident engagement</p>
<ul style="list-style-type: none"> <li>• Systems Coordinator (Band G) SCP 24</li> <li>• Strategic Ops Support Officer (Band E) SCP 16</li> </ul>	<p>No changes to post</p> <p>No changes to post (Post Title change only)</p>	

## 8. CONSULTEES:

- Chief Officer for Communities and Place;
- HR Business Partner;
- Communities and Place DMT;

## 9. BACKGROUND PAPERS:

- Appendix A: Job Descriptions
- Appendix B: Current Team Structure
- Appendix C: Proposed Team Structure
- Appendix D: Financial Costs

## **10. AUTHOR**

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## Appendix A: Job Descriptions – Job Evaluated



Strategic Operations  
Manager.doc



Business Assurance  
or Governance Officer



Strategic Ops  
Support Officer.doc

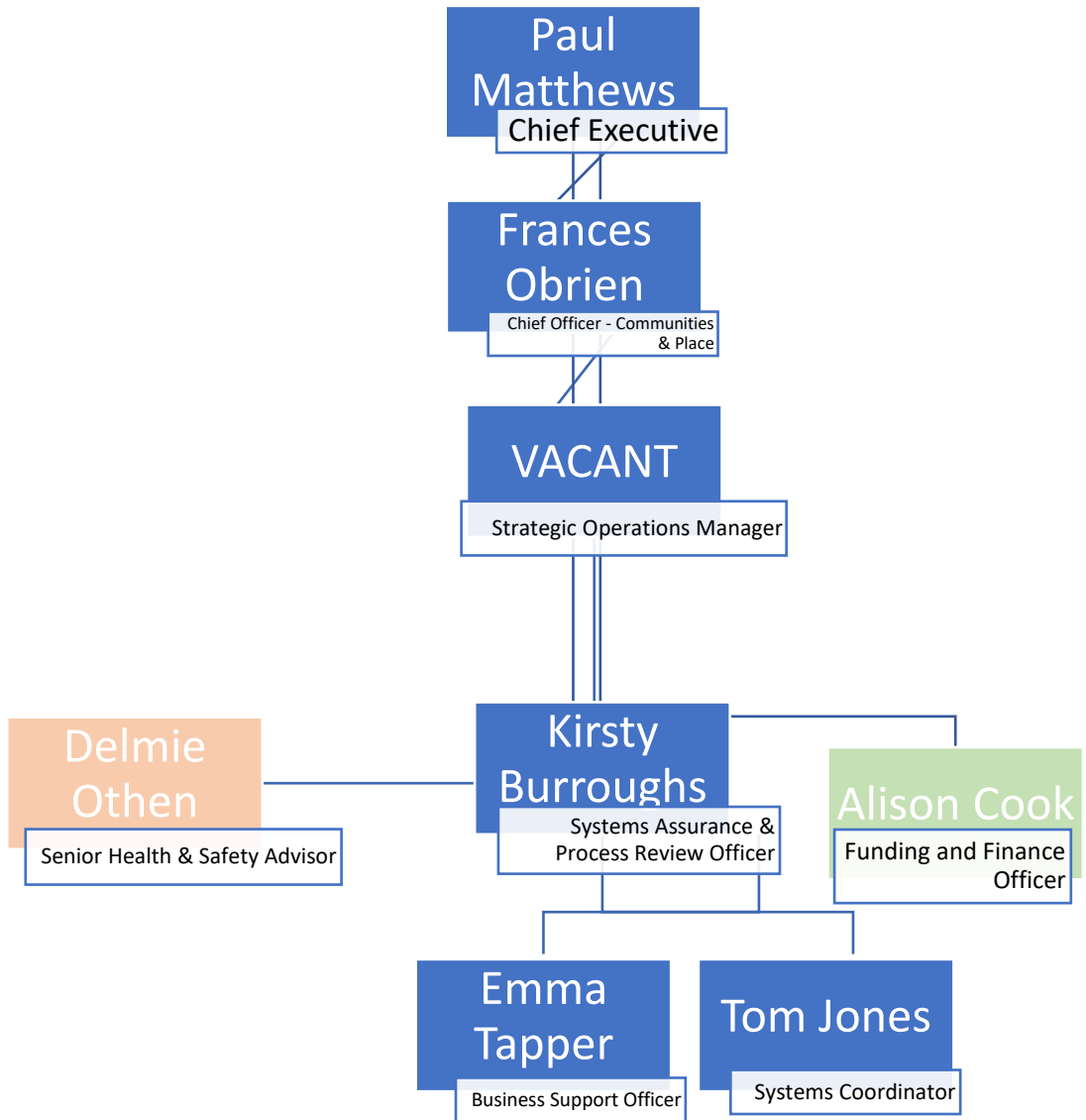


Business  
Improvement & Custo

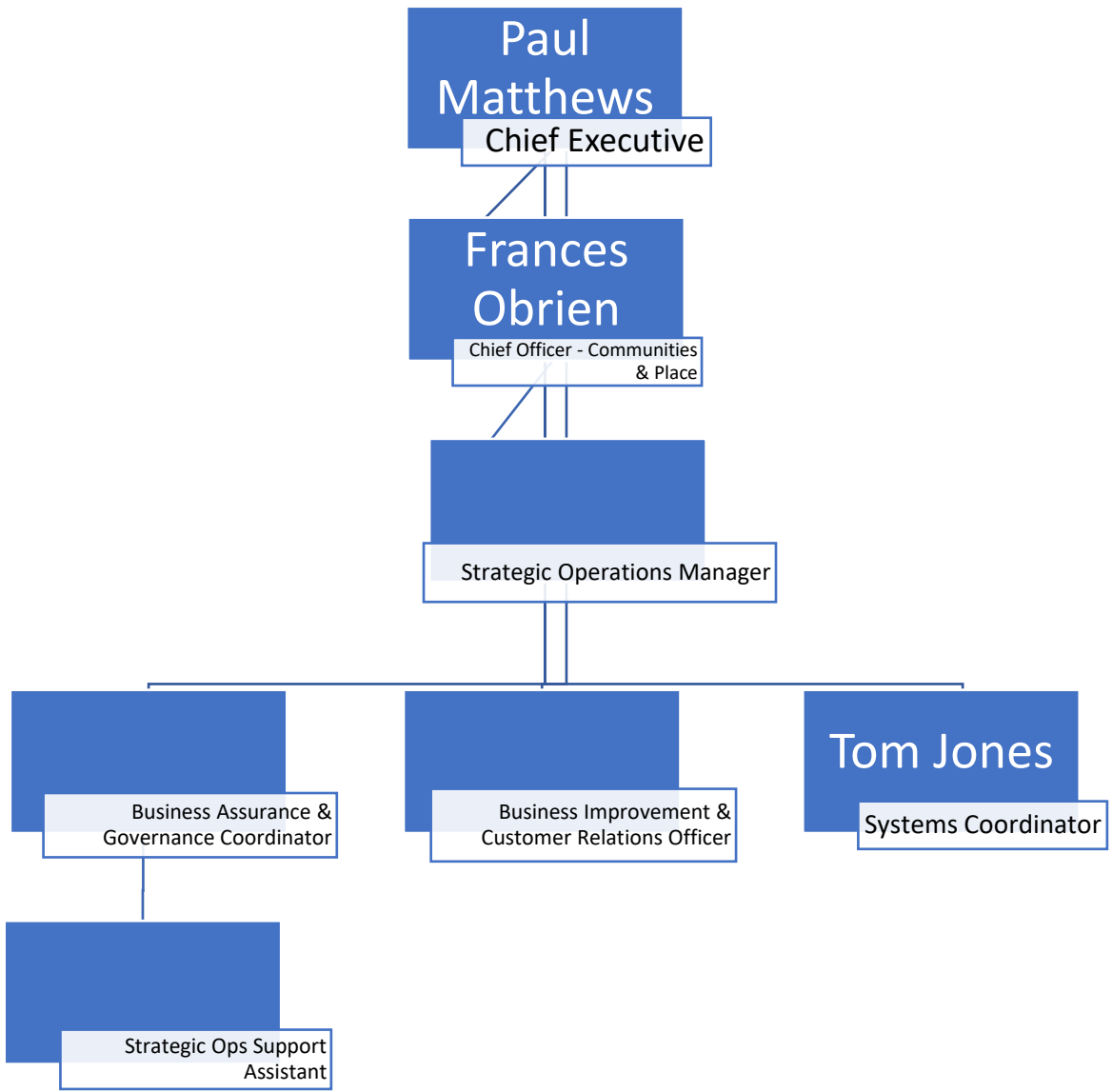


22 1010\_CP\_Systems  
Coordinator JD and P

## Appendix B: Current Team Structure



Appendix C: Proposed Team Structure



Appendix D: Financial Costs



Current Structure			
Band	Post Desc	FTE	Total Cost
Band M Scp 47-51	Strategic Operations Manager	1.00	75,415
Band I Scp 31-35	Systems & Process Review Officer	1.00	53,337
Band G Scp 23-27	Systems Co-ordinator	1.00	42,990
Band E Scp 14-18	Business Support Officer	1.00	36,857
<b>Total Cost</b>		<b>4.00</b>	<b>208,598</b>
<b>Available Budget</b>			<b>192,684</b>
<b>Variance</b>			<b>15,914</b>

Proposed Structure			
Band	Post Desc	FTE	Total Cost
Band K Scp 39-43	Strategic Operations Manager	1.00	65,221
Band F Scp 19-22	Business Improvement (& Customer/Comms) Officer	1.00	38,327
Band G Scp 23-27	Business Assurance/Governance Co-ordinator	1.00	41,617
Band G Scp 23-27	Systems Co-ordinator	1.00	42,990
Band E Scp 14-18	Business Support Officer	1.00	36,857
<b>Total Cost</b>		<b>5.00</b>	<b>225,012</b>
<b>Available Budget</b>			<b>192,684</b>
<b>Variance</b>			<b>32,328</b>

16,414 variance difference

**Total current funding shortfall £32,328**

(inclusive of increments and 4.25% Pay Award 2023/2024)