

APPENDIX A

1. Introduction

- 1.1 Welcome to this important consultation document. In it, the Chief Executive as Head of Paid Service is seeking the views of all Council employees, particularly those potentially affected by the consultation proposals, and Trade Union representatives, on proposals for the next stage of restructuring the Council's management. No decisions will be taken as a result of the proposals contained in this consultation paper until the consultation has been concluded.

2 Consultation Paper

- 2.1 This paper sets out a proposed structure below Chief Executive and Director level. This level is referred to throughout as "Head of Service level". The previous stage of this process of restructuring addressed the structure for the Chief Executive, Directors and where the Borough Solicitor would sit as statutory Monitoring Officer. The proposed job role of the Borough Solicitor is dealt with in this consultation.

- 2.2 This phase of consultation is to cover:

- The proposed number of Heads of Service together with an indicative job role, qualifications, skills and levels of up-to-date experience which may be required for each;
- The Directorates under which each of the proposed Heads of Service would fall; and
- The services which it is proposed report to each of the Heads of Service.

Structure Charts are attached to this report and these provide a visual representation of the reporting relationships of the posts referred to in this report. The structure below each Head of Service will become clearer following the outcome of this stage of consultation and will be worked on over the coming weeks and months when further consultation will take place in each area as appropriate.

- 2.3 This consultation follows the decision taken on 28th January 2008 to reorganise the Council's Directorates to create the following Director positions in addition to the Chief Executive, to replace existing Corporate Director posts.

- **Director of Planning and Regeneration**
- **Director of Housing**
- **Director of Finance and Support**
- **Director of Environment and Culture**

- 2.4 The new structure is intended to promote a culture where we will all work as a single team ("Team Northampton") to deliver better public service and enable the Council to realise its ambition to be among the best Councils in the country within 5 years.

- 2.5 The key elements of the 28th January report approved by Cabinet are repeated in the Background section of this consultation document for ease of reference.
- 2.6 The proposed new structure of management is underpinned by the following principles :
- **Grouping related services together**
 - **Re-establishing professional leadership in the Council**
 - **Being understandable – to employees, customers and partners**
 - **Enabling Improvement and Delivery**
 - **Promoting teamwork, partnership and neighbourhood/area working**
- 2.7 To this end the following proposals for consultation centre on the creation of a “Heads of Service” structure consisting of Heads of Service who will be appropriately qualified and experienced in the areas that they manage. Each proposed Head of Service job role is described for this consultation, showing the proposed alignment of services at Head of Service level.
- 2.8 Change, although very much required, must not disrupt the Council’s performance if it is to overall improve it. Ensuring a basic stability to the Council’s improvement path whilst making change and accelerating improvement is essential. The approach taken in this paper, whilst containing some significant challenge, is intended to promote and accelerate improvement by building on what works as well as addressing barriers to improvement.
- 2.9 The intention is that we will take at least a month from March 17th 2008 for a consultation for comments on these proposals. Consultation itself will be ongoing but we would expect to receive all comments on issues associated with this consultation document by 17th April 2008. A Cabinet meeting will be held in late April or early May where consultation responses will be considered. Please take the time to consider your views and respond. Responses can be emailed to : newstructure@northampton.gov.uk
- 2.10 Consultation proposals will be changed if new and relevant ideas come forward and are supported. If any changes are proposed in response to consultation which require further input they will be circulated for further comment.

3. Background

- 3.1 The starting point for this consultation paper is the report presented to Cabinet on the 28th January 2008 and agreed. It is important to repeat therefore the key elements of that report before explaining the further proposals that are the subject of this consultation.
- 3.2 The first and most critical matter is that change, although very much required, must not disrupt the Council’s performance if it is to overall improve it.

Ensuring a basic stability to the Council's improvement path whilst making change and accelerating improvement is essential.

- 3.3 The Council therefore needs to ensure that alongside any management reorganisation there is a strong emphasis on ensuring that service to the public is maintained and that key improvement milestones are met. The approach taken with the following recommendations is intended to achieve this.

Management Ambition

- 3.4 The following is the approved ambition of the Council in management terms.

**To be recognised as one of the best Councils,
in terms of public service, within five years.**

Management Aims

- 3.5 The Council has clear aims that management and staff must work to and that guide the Council's upward improvement agenda. We aim to :

- **Provide excellent customer service**
- **Engage in meaningful dialogue – with citizens, customers etc...**
- **Make best use of resources**
- **Be a single effective Team – Team Northampton.**
- **Focus on a better Northampton**

- 3.6 The purpose of these aims is to focus management effort and attention on the key aspects of a good Council.

Ways of Working

- 3.7 In terms of management and organisation of the Council's officers, the Council has been good at starting things, having another idea, and moving on leaving things half done.

- 3.8 It is clear that the Council needs to work differently. The Council's management will not produce different results unless it does different things. As someone once said: if you always do what you always did, you'll always get what you always got. Change in the way the Council's management and organisation works is therefore essential.

- 3.9 Some of the areas that management needs to focus hard on are :

- 3.9.1 **Doing the big things well** – The Council needs to approach each programme or project with a clear mind and a strong plan. Good project and planning management with a clear focus is therefore essential.

- 3.9.2 **Seeing commitments through** – not doing this has had a major impact. People have not had confidence that management can lead, and it needs to develop further. If something can't be completed then this must be explained. Recent experience with Pay and Grading is a reminder of past difficulties in seeing commitments through.
- 3.9.3 **Explaining change** – the Council's management and organisation need to change. The change needed is very straightforward. Those involved in driving change must take more time to explain what steps are taken and why.
- 3.9.4 **Being disciplined and behaving well** – The Council must never underestimate the importance of both organisational and individual discipline. We must create opportunities for people to grow and give more. All behaviour should be focussed on improving performance, not tolerating inadequacy or failure.
- 3.9.5 **Focusing on the customer** – without whom the Council would not be here.
- 3.9.6 **Focusing on results** – in terms of performance and outcomes for the public.
- 3.9.7 **Addressing system weaknesses** – Management will be reviewing the Council's systems.
- 3.9.8 **Valuing performance rather than rank** – People need to be valued for what they achieve for the public, and not simply on status. Where there is excellence, it must be celebrated, and there is much excellence in NBC as well as major problems.
- 3.9.9 **Acting as "Team Northampton"** – essential to NBC and to delivery of NBC's own activities as well as those in partnership with others. Team Northampton means all of NBC and our partners.
- 3.9.10 **Using Common Sense** – If something doesn't look right or if it looks like it can be done in a better way, then maybe it isn't right or it could be done in a better way. There is a necessary complexity to many things, and sometimes what sounds like common sense may not be the most effective or practical way to deal with something, but the more we do to make things simply effective the better.

The principles to underpin our new management structure

- 3.10 Creating a new management structure is not about changing for the sake of change. There are five key principles that underpin the new management structure.
- 3.10.1 **Grouping related services together** – where people are doing similar jobs or working for the same group of customers then it makes sense to bring them together. Quite apart from the fact that they will be better able to share information and ideas, they will also see ways – much more quickly than otherwise – of improving what they do. Customers will be able to make more sense of it too. At present the Council's structure, based on generic managers, groups services together in ways that do not help address the needs of customers and thereby does not help support improvement.

- 3.10.2 **Re-establishing professional leadership** – this is about recognising that people who are professionally trained in particular fields will be in a better position to lead and develop a service. This approach works in virtually every other council in the country and not having strong enough leadership of professions with career structures and pathways for individuals is major weakness of the current management structure and organisation of the Council.
- 3.10.3 **Being understandable** – The Council is a customer-facing organisation and must become ever more so. If customers can't understand the Council, then it's a lot harder for them to engage with services and issues. If staff can't understand how the Council works, then they can't explain this to the public and it acts as a major demotivator. The Council being understandable as an organisation should range from the way we organise ourselves to the way we communicate with local people and communities.
- 3.10.4 **Enabling improvement and delivery** – This should always be part of our everyday work. Management should assume that there is always a better way of doing things – and then find it. It is Management's job to create the climate within which improvement takes place. To do that, managers need to enable all staff to contribute to making things improve. Improvement is also about understanding how the best operate, looking at the gap between NBC's work and theirs, and then putting together an action plan that improves performance relative to others.
- 3.10.5 **Promoting teamwork, partnership and neighbourhood/area working** – as well as developing more positive team working, the organisation needs to look at how services relate to areas and communities, and move more towards serving the public as close to them as we can.

Chief Executive, Directorates and Borough Solicitor

3.11 Cabinet have agreed to a team of Chief Executive and four Directors. The Directors are for Housing, Planning and Regeneration, Environment and Culture, and Finance and Support. Cabinet have also agreed that there will be a post of Borough Solicitor, who will hold the statutory Monitoring Officer role.

3.12 Chief Executive

3.12.1 The prime responsibility of the Chief Executive is to lead the Council's management towards the goals of the Council (determined through the Corporate Plan and related processes) and the management ambition to be recognised as being among the best Councils in five years.

3.12.2 The Chief Executive is also responsible for:

- ensuring that the Council is properly organised to deliver these priorities and to improve on a continuous basis;
- linking the Council at the highest officer level with equivalent people in partner organisations, promoting strong and effective partnership and joint working throughout NBC, and

- developing the reputation of the Council, and of Northampton, acting as an ambassador and the officer figurehead of the Council in support of the Council and in particular the Leader and Cabinet.

3.12.3 The Chief Executive, to ensure the performance of this role, needs to have a relatively small set of functions reporting to him. These are proposed to be included in a Chief Executive's Office. The Chief Executive is and will remain the statutory Head of Paid Service. The Borough Solicitor, who will be Monitoring Officer, will report to the Chief Executive independently.

3.13 Planning and Regeneration Directorate

3.13.1 The Planning and Regeneration Directorate will be focussed on the delivery of the Growth Agenda which is being pursued in Northampton, including dealing with the longer term sustainability of communities, and the built and natural environment in particular. This is the Directorate that will be responsible for ensuring that the Council does all it can to get the best for Northampton from the Growth Agenda, and that the legacy enhances Northampton. As all these matters are delivered in partnership in Northampton, this Director will have a major responsibility for partnership-working across the Growth Agenda. Due to the importance of the Council's strategic planning responsibilities in this area and the drive for growth through the planning system, it is proposed that this Director be a professionally qualified Planner appropriately experienced for this level of post.

3.14 Housing Directorate

3.14.1 The Housing Directorate will develop a clear focus on housing, on homes and communities, which will both manage the landlord functions of the Council and also manage the way that the Council relates to the wider housing market and to the enhancement of communities of all tenures. It is proposed that this Director be a highly-skilled Housing professional appropriately experienced for this level of post.

3.15 Finance and Support Directorate

3.15.1 The Finance and Support Directorate will bring support services together to develop a strong customer orientation to the rest of the Council and to ensure that these vital services are geared to promote efficiency, value for money in operations, customer service, and to ensure that the Council's people are supported and directed to best effect. This Director will therefore be responsible for ensuring that the Council's support services support and equip all other services with capacity and skills to underpin and promote improvement. This Director will be the statutory Section 151 Officer and will therefore need to be a Finance professional appropriately experienced for this level of post.

3.16 Environment and Culture Directorate

- 3.16.1 The Environment and Culture Directorate will bring together those services which impact on people's day-to-day lifestyles, health, safety and local environment most. This Directorate will provide opportunities to participate in leisure and community activity, enrichment of the Council's cultural activity, and provide both service delivery and regulation and enforcement services.
- 3.16.2 It is proposed therefore that this Director will lead on the important area of environmental sustainability, and major aspects of the quality of life for the people of Northampton and, working closely with Housing and other services, on developing the local geographic focus of services including neighbourhood or area-based provision of services.
- 3.17 There is no automatic professional area from which this Director should be drawn. They will however need to be experienced in the major lead priorities of this post, and therefore it is likely that they will have professional abilities and experience in relation to environmental sustainability, quality of life issues, and neighbourhood/area working, appropriate to this level of post. It is proposed that a good understanding of the role of Culture in driving forward Northampton will be sought, experience in this area would be an advantage.

4 Considering Options

- 4.1 All of the above matters have been taken into account in developing the proposals in this consultation paper for a Head of Service structure. In addition, management have been mindful of the Council's obligations to potentially affected employees, as well as to the need for all proposals to be affordable and to provide a sustainable organisational structure.
- 4.2 Management are keen to listen to views on these proposals as well as ideas that could improve these proposals.
- 4.3 As well as needing to make a judgement on whether any alternatives are affordable and meet the Council's obligations as an employer, the tests that will be applied to any suggestion or proposal put forward in response to this consultation are:
- Will it help the Council achieve its ambition and aims more quickly, more effectively, or at better value than the consultation proposals? (see paragraphs 3.4 and 3.5 above for the ambition and aims)
 - Will it enable the principles of the restructuring to be better met than is the case with the consultation proposals? (see paragraph 3.10)

5 Chief Executive's Office

- 5.1 It is proposed to create a Chief Executive's Office reporting to an Assistant Chief Executive and containing Heads of Service for key areas of responsibility.
- 5.2 The Chief Executive's Office role is to support the Chief Executive. In doing so, the Office acts as a support to Cabinet and to the Management Board as well, and is corporate capacity for the whole organisation, directed by the Chief Executive.
- 5.3 The Chief Executive's office needs to contain corporate capacity to lead and co-ordinate key areas of activity. It is proposed that an Assistant Chief Executive be appointed to head the Chief Executive's Office.

Assistant Chief Executive

- 5.4 If this proposal is accepted following consultation, the Assistant Chief Executive would be responsible for managing Heads of Service covering the range of corporate capacity needed by the Council. This would include managing and leading staff within the Chief Executive's Office ("the CE Office") on the Chief Executive's behalf and providing co-ordination amongst and between permanent staff within the CE Office and assigned temporary staff or consultant/interim staff as described later in this section. The Assistant Chief Executive would be a key adviser to Management Board, responsible for the management of the Corporate and Service Planning cycles, the Northampton Improvement Plan, and successor documents. They would also have a key role in supporting the Board on Medium Term Planning and strategic value for money.
- 5.5 The Assistant Chief Executive would act on the Chief Executive's behalf as a line manager. The Assistant Chief Executive would manage specialist expertise needed in the CE Office, and flexible resourcing particularly on major projects.
- 5.6 It is not proposed that the CE Office should be staffed to carry out all major corporate projects. Instead it is proposed that the Head of Improvement (see below) should manage the standards to be followed on corporate projects and the permanent support that is needed to ensure high standards of change management and project discipline.
- 5.7 The Assistant Chief Executive would be expected to take an oversight of the largest corporate change management projects, acting on behalf of Management Board. Some major projects will require some flexible/interim staffing, which may be managed by the Assistant Chief Executive or one the Heads reporting to them. It is anticipated that this would be a major additional support to all managers charged with delivering major change and will help ensure effective management.

- 5.8 It is proposed that the Assistant Chief Executive would have a strong background in corporate management, able to show relevant experience across the challenging agenda faced by the Council and a background in managing major positive organisational change and working with significant external partners. No particular professional specialism is implied.

Borough Solicitor

- 5.9 The Borough Solicitor must maintain an independent objective position hence reporting to the Chief Executive. Legal Services will report to the Borough Solicitor. It is proposed as part of the consultation that Licensing becomes part of Environment and Culture and that Meeting Services comes within the responsibilities of the Assistant Chief Executive. For reasons of maintaining independence, it is proposed that Elections, Electoral Registration and Information Management come within the Borough Solicitor's department. Due to the customer relationships with solicitors, it is proposed that Land Charges also comes within the Borough Solicitors department.
- 5.10 The Borough Solicitor needs to a Solicitor with ability and experience at the level required to undertake this post and in particular experienced in local government law sufficient to be able to carry out the substantial statutory role of Monitoring Officer.

Director of the Local Strategic Partnership

- 5.11 Separately from these consultation proposals, a recommendation is to be brought to Cabinet to create a new post of the Director of Northampton Local Strategic Partnership (LSP) part-funded by the Council and also by the Police. It is anticipated that this post will be accountable to the LSP and charged with driving forward the work of the LSP and the Safer Northampton Partnership, replacing the current interim part-time Director of that Partnership. This post may extend in time to manage wider partnership activity. For management purposes, it is proposed that this post reports to the Assistant Chief Executive. This post will be responsible for the Safer Northampton Partnership.
- 5.12 The Director needs to have a strong background in partnership-working, particularly in urban areas, and experience relevant to the nature and level of the post. The requirements for the post will need to be agreed between partners.

Head of Policy and Democratic Services

- 5.13 It is proposed that the Head of Policy and Democratic Services reports to the Assistant Chief Executive and be responsible for supporting Councillors and Management Board in the effective governance of the Council. This post would be responsible for developing the Council's ability to develop effective policy and strategies to meet the many challenges facing Northampton. It is proposed that Meeting Services would transfer to this Head, alongside Councillor Support, Overview and Scrutiny, and Community Forums. The Mayoralty and Civic Support would also be part of this Head's responsibility. Further, it is also proposed that Relations with the community and voluntary sector be managed by this Head, who would have a key role in driving forward the community engagement strategy with the Head of Communications and

Consultation (see below) under the direction of the Assistant Chief Executive. Equalities would be part of the responsibility of this post.

- 5.14 At present Managerial Support is included with Councillor Support. It is proposed at a further stage of consultation to consider aligning managerial support with service management.
- 5.15 It is anticipated that the Head of Policy and Democratic Services may come from a variety of professional backgrounds but would need to be experienced in corporate governance and policy development, working with members and managers at strategic level in support of corporate decision-making.

Head of Improvement

- 5.16 The proposed Head of Improvement would report to the Assistant Chief Executive and be responsible for the existing Performance and Improvement team.
- 5.17 In addition a further review will be undertaken to develop a proposal for a Business Support team to report to this Head. This proposal is made as a means of addressing two key weaknesses in the Council's corporate capacity and improvement management.
- 5.18 There is a need to increase the Council's ability to gather, analyse and act upon information about its own performance and about Northampton, and about best practice. At present the Council is not adequately aware of the impact of what it is doing, and therefore there is a risk that the Council may not be doing the right things or having the right impact. There is also a need to establish better ongoing review processes to achieve improvement and better outcomes for the public.
- 5.19 It is also widely recognised that the Council is underdeveloped in project management, particularly in terms of projects involving change management or business development. This has had significant impact on the Council's improvement and significant wasted time and effort has occurred due to this. An attempt has been made to correct this in the past but the capacity created is insufficient.
- 5.20 It is therefore proposed to create a team within the Head of Improvement's remit, capable of managing the data and information requirements of improvement and service or policy development, alongside a corporate capacity to set and enforce good project management. This proposal will be developed for the next stage of restructuring and will be subject to consultation. For the present consultation it is sufficient to state that this proposal may lead to further proposals which could involve the transfer of some existing capacity elsewhere in the Council to this Head, but this is an area which will probably need additional investment as well.
- 5.21 The Head of Improvement may be from a variety of professional backgrounds but needs to be experienced in corporate support to performance management and improvement, appropriate to the level of the post.

Head of Communications and Consultation

- 5.22 The proposed Head of Communications and Consultation will report to the Assistant Chief Executive and be responsible for Press and Public Relations, communications and marketing standards, advice and support, and consultation standards, advice and support and key corporate consultation and engagement projects. This post, working with the Head of Policy and Democratic Services under the direction of the Assistant Chief Executive, will have a key responsibility for driving forward community engagement.
- 5.23 It is proposed that this Head should have a more active involvement in publishing undertaken by the Council and it is therefore proposed that this Head will lead on all publishing matters. Subject to further review this will include either a commissioning role for all print and web publications or possible direct management of the Print Unit and web publishing, or both.
- 5.24 The Council has some of the toughest communication and reputation management challenges of any local authority. Northampton is and will remain for years a key priority for Government in terms of delivering national priorities for growth and improvement. The Council needs to be in constant dialogue with Government, other decision-makers, local and regional interests, and Northampton residents and partners if it is to get the best legacy possible from being in this position.
- 5.25 It is a key priority of the Council that this reputation improves. It will only improve if both the Council addresses its weaknesses in performance and communicates better. That means with the public, media, local opinion-formers, major partners, Government and others.
- 5.26 This postholder will be a critical part of raising the Council's reputation. Doing this has major advantages for the Council when, for example, seeking investment from Government in Northampton, seeking a better financial settlement, seeking recategorisation of the Council in performance terms, seeking investment and commitment from partners to improving the life of Northampton people, and many other critical areas of business.
- 5.27 It is therefore vital that this postholder has a very well-developed professional abilities in communication, reputation management, lobbying and influencing. A highly-skilled communications professional with an established track record and a considerable portfolio of critical contacts and networks is needed.

Other Matters

- 5.28 Community Centres are currently managed from within the Governance and Communications Division. They do not logically form part of the corporate management capacity that it is proposed should form the Chief Executive's Office.
- 5.29 It may be more sensible for Community Centres that are community-run to become the responsibility of Asset Management. Where Community Centres are Council-run they may more appropriately be managed in Environment and Culture. Further review is needed to examine this proposal in the next stage of restructuring the Council.

6 Planning and Regeneration

- 6.1 The Director is proposed to have two direct reports, Head of Regeneration, and Head of Planning. The Joint Planning Unit Manager is a partnership post employed by South Northants Council but located at Cliftonville, and not part of Northampton Borough Council's establishment.
- 6.2 Investment by the Council in planning and regeneration is increasing with significant additional resources agreed in the 2008/9 Budget. This creates a strong opportunity for this Directorate to begin to move forward, which is vital to the future of Northampton and West Northants.

Head of Planning

- 6.3 This role is required to be filled by an experienced and professionally qualified Planner. This post, as with the Development Control Manager and Building Control Manager posts, has been approved previously by Cabinet in 2007 and are included in this document for completeness. The recruitment to the Head of Planning post is at an advanced stage. Recruitment is also in hand to posts of Development Control Manager and Building Control Manager.
- 6.4 The Head of Planning is responsible for Development Control, Building Control and Spatial Planning.
- 6.5 As part of the proposals to create a unified Housing function in the Housing Directorate, it is proposed to transfer the Housing Strategy function from the current People Planning and Regeneration Directorate to the Housing Directorate (see later). The Head of Planning and the Spatial Planning Manager will need to maintain close involvement in Housing Strategy from a Planning perspective in order to ensure that policies are properly co-ordinated.
- 6.6 The services reporting to this Head include a significant community involvement and consultation role. The relationship between this role and the proposed role of the Head of Communications and Consultation in the Chief Executive's Office will be subject to further review, and consultation if changes are proposed at the next stage of restructuring the Council.
- 6.7 It is proposed to transfer the Concessionary Fares function to Customer Services as this would link well with the customer service function of administering and issuing passes. The financial monitoring of Concessionary Fares is proposed to be transferred to corporate accountancy.
- 6.8 It is proposed to re-allocate the function of responding to WNDC major planning applications to the proposed new Head of Regeneration (see below). This would ensure that the responses are not constrained by a Development Control and Planning perspective and could take broader issues into account. The Head of Planning would still be expected to have a major part in responding, but responses would be formulated using a 'whole Council' officer approach to enable all considerations to be examined. This would be a key change and is proposed to ensure that the legacy of the growth is the best achievable.

- 6.9 It is required that this role be held by an experienced and professionally qualified Planner. As stated in para 3.13.1, it is proposed that the Director be need to be an appropriately experienced and qualified planner as well. These proposals are made to develop a strength in planning which is needed because the conurbation of Northampton faces some of the greatest planning challenges in the nation. Northampton is at present around the 24th largest conurbation in England and Wales. Anticipated growth may take Northampton to around 12th in this hierarchy. High quality and very experienced professional Planning abilities are critical to Northampton's future.

Head of Regeneration

- 6.10 A key part of meeting the growth challenge is being able to deliver effective regeneration projects as planned in the Northampton Economic Regeneration Strategy and to engage with the many regeneration agencies (NEL, WNDC, EMDA, MKSM) and partners in the public sector, developers and investors, private business and the third sector in making economic regeneration happen.
- 6.11 Capacity in this area has been over-stretched. Creating greater strength in Planning would be key to enabling a Head of Regeneration to focus on delivery of economic and physical regeneration projects, and achieving alignment in policies and programmes between NBC and other agencies.
- 6.12 It is proposed that the focus for this Head will need to be on achieving the economic and social regeneration needed to ensure that the legacy of growth enhances Northampton as a place. To do this, the Head, and the Director, would need to take a "Whole Authority" approach to achieving that legacy and would not simply be reliant on the resources they are expected to directly manage. This proposal is about brigading the Council as a whole behind issues that need to be addressed in this area rather than dealing with regeneration in different pockets of the Council.
- 6.13 The Economic Intelligence function and the Programme and Project Management functions may be affected by the proposal to create a Business Support team in the Chief Executive's Office (paragraphs 5.17-5.20). However as outlined there would also be a need for some intelligence and project management strength within the Head of Regeneration's team as well, and to increase capacity in data analysis and project management overall. These matters will be for the next stage of restructuring and will be subject to consultation.
- 6.14 This role would require an experienced regeneration practitioner with a demonstrable track record of delivering successful and considerable regeneration, relevant to Northampton.

7 Housing

- 7.1 This Director is proposed to have three direct reports, Head of Housing Strategy Investment and Performance, Head of Housing Needs and Head of Landlord Services.
- 7.2 The creation of a Housing Directorate, agreed by Cabinet on 28th January 2008, is a critical step to delivering major change in a service area which has experienced significant challenges in improvement over the last few years.
- 7.3 The national focus on housing is stronger than it has been for the last thirty years. In Northampton, the housing agenda is as demanding as anywhere else in the country. The Borough is part of the Milton Keynes South Midlands Growth Area and is scheduled to deliver just under 30,000 new homes over the next 15 years representing an enormous challenge for the Council and its partners.
- 7.4 The existing housing stock, particularly the 12,000 homes in Council ownership is in need of significant investment and upgrading to meet current and future needs and expectations. Alongside growth and migration, bringing new families and working age residents, the population will grow through aging and social change, thereby creating a demand for accessible and flexible homes to meet the needs of both active and frail older people and separated and extended families.
- 7.5 Despite retaining a primary role as landlord, the Council has a growing and increasingly complex strategic housing role and needs to understand and influence housing markets within and beyond its boundaries, as well as enabling investment and development in owner occupied, private rented, and other social housing, including forms of low cost home ownership and intermediate tenures.
- 7.6 In terms of service quality, housing has major challenges in its landlord role and needs to develop the skills and capacity in order to sustain real improvement in repairs and maintenance, housing management including voids management, in strategic investment in its stock over the longer term, and in its engagement and involvement of tenants and customers generally.
- 7.7 New service challenges include the introduction of Choice Based Lettings in July 2008, and the need to sustain effective services for homeless people and people needing support.

Head of Housing Strategy, Investment and Performance

- 7.8 It is proposed that this Head of Service would take on the current housing strategy functions currently in Regeneration (see para 6.5), develop the Council's capacity to invest in and regenerate its own estates including delivery of Decent Homes and developing a broader focus on Decent and Sustainable Neighbourhoods, as well as having an overall responsibility for performance in housing.

- 7.9 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation. The functions currently proposed under this Head are :
- Housing Strategy and Enabling
 - Estate Investment and Renewal
 - Capital Programme (for Housing)
 - Project Management (of Housing projects)
 - Performance and Improvement (within Housing)
- 7.10 Given the extent of improvement needed in this service and the extent of work required to move the Borough forward on Decent Homes and Affordable Housing delivery, it is judged that Housing needs dedicated project and performance capacity. These proposals, therefore envisage close working links between this Head, the Head of Regeneration, the Head of Improvement and the Head of Planning in order to co-ordinate the work being pursued around Housing growth and the wider implications of this, and around regeneration of key neighbourhoods and finally around improvement.
- 7.11 This proposed Head will need to be a qualified professional appropriately experienced for this level of post. Given the nature of this post it is possible that a regeneration professional or a qualified planner with experience of working particularly on Housing matters may be as well qualified as a specific Housing professional.

Head of Housing Needs

- 7.12 It is proposed that this Head of Service would combine a range of services which enable people to access housing across all tenures and which also address the need for support for older people and people with disabilities, as well as the investment and enforcement of standards in private sector housing.
- 7.13 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation shortly. The functions currently proposed under this Head are :
- Homelessness
 - Housing Options and Advice
 - Choice Based Lettings
 - Call Care (transferred from Customer Services, see later)
 - Private Sector Housing Grants and Enforcement (transferred from Environmental Health)
 - Disabled Facilities Grants (transferred from Environmental Health)
 - Aids and Adaptations
- 7.14 This Head will need to be a qualified Housing professional appropriately experienced for this level of post.

Head of Landlord Services

- 7.15 It is proposed that this Head of Service combines all responsibilities for management and maintenance of all the housing owned by the Council, and has a particular responsibility for tenant and resident involvement within an area/neighbourhood context.
- 7.16 An indicative structure is currently under development for the organisation under this Head and will be issued for further consultation shortly. The functions currently proposed under this Head are :
- Housing Management
 - Housing Repairs and Maintenance (transferring from the Directorate in which it currently falls, namely Customers and Service Delivery)
 - Tenant and Resident Engagement
 - Area Based Governance
 - Sheltered Housing Management
 - Housing Revenue Account Business Planning and Strategy
- 7.17 This proposed Head will need to be a qualified Housing professional appropriately experienced for this level of post.

8 Environment and Culture

- 8.1 The Director of Environment and Culture is proposed to have three Head of Service reports, Head of Public Health, Safety and Sustainability, Head of Neighbourhood Environment Services, and Head of Leisure and Culture.
- 8.2 It is also proposed that the Town Centre Manager reports to this Director, but would not be a Head of Service.
- 8.3 Most residents look to the Council to provide basic everyday services, such as collecting waste and keeping the streets clean and free of litter. Many residents enjoy the cultural and leisure facilities that the Council provides, and increasingly the Council is involved in a variety of activities contributing to the personal public health and safety of our communities.
- 8.4 The 'Cleaner, Greener, Safer' agenda is one which matters to every resident and is about the quality of the services which the Council provides now as well as how well we manage resources for future sustainability. The diversity and range of these services impacts not only on residents but also on the business community, particularly through regulatory services and licensing and through community safety services.
- 8.5 The Council has a range of Culture and Leisure services including 3 Leisure Centres in neighbourhood locations, and a Town Centre Museum and Art Gallery as well as Abington Park Museum. A range of specialist and outreach services, particularly to younger people and specific communities. A key culture and leisure asset of the Borough is the extensive network of 161 Parks and open spaces managed by the Council which provide both environmental, health and leisure opportunities for residents.

Head of Public Health, Safety and Sustainability

- 8.6 It is proposed that this Head of Service would be the Council's lead officer for Environmental ('Cleaner, Greener, Safer') Policy and Strategy and a range of specialist services including Commercial and Environmental Protection Services, and Community Safety. It is proposed that the Licensing function currently in the Legal Services department is transferred.
- 8.7 It is proposed that this Service has responsibility for driving forward the environmental agenda under the leadership of this Head and the Director, acts as the service that sets environmental standards and plans (such as in waste management or carbon reduction management), promotes and educates the public on these issues and encourages the public to be more aware and to comply with environmental standards, and finally leads on the enforcement of environmental legislation and standards.
- 8.8 This Head of Service will therefore have both a policy development, prevention/education and regulatory role in relation to environmental concerns. There is the potential to create a centre of capability within the Council for enforcement, particularly of environmental legislation but also in terms of setting standards for enforcement activity. Such an ambition will need further thought and development before it can be consulted upon.
- 8.9 A detailed review of the structure required below this proposed Head of Service will be carried out and consulted upon.
- 8.10 This Head will need to be a professional qualified in an appropriate discipline, and appropriately experienced for this level of post. It is possible that the most suitable professional qualification for this role is Environmental Health although candidates would be considered from other environmental disciplines with good skills and experience in the key services in this area, including environmental health.

Head of Neighbourhood Environment Services

- 8.11 It is proposed that this Head of Service will manage the Council's environmental direct frontline operation. This will include Waste Management, Streetscene including Grounds Maintenance, Neighbourhood Wardens and Construction Services, plus any contracted services relating to these.
- 8.12 The principle established as part of the Cabinet report on the 28th January was that the Council wished to move towards organising some services on an area basis, delivering services in a co-ordinated fashion at local level within the Borough. It is therefore intended that at the next stage of restructuring there will be consultation on the development of area-based teams across the services within this division.
- 8.13 This proposed Head will need to be a qualified professional appropriately experienced for this level of post. It will be essential that this Head has a background in implementing neighbourhood or area-based multi-disciplinary teams delivering front-line environmental services. A strong and effective leader in pursuit of excellent services and a good operational manager is essential in this role.

Head of Leisure and Culture

- 8.14 It is proposed that this Head of Service leads the Council's policy, strategy and management of operations of Leisure Centres, Sport and Play, Museums and Cultural services and Parks and Open Spaces.
- 8.15 There are proposals for further consideration mentioned elsewhere in this paper which suggest that Community Centres run by the Council and the Facilities Management of the Guildhall may be transferred into this service division. These proposals will be the subject of further consultation.
- 8.16 Whilst it is proposed that maintenance of Parks and Open Spaces will be part of the Head of Neighbourhood Environment Services, this Head will be responsible for promoting and developing the use of Parks and Open Spaces for sports, leisure and cultural activity.
- 8.17 The Council provides some very good Leisure facilities. There is a need to continue to develop these to improve the health of local people and to engage the community in activity which promotes quality of life and community cohesion. Equally, the cultural life and activity in the Borough needs to continue to develop as befits an expanding urban area of the size of Northampton.
- 8.18 This Head will need to be a professional in the arts, leisure or culture field with experience in managing related activities and/or facilities at a level appropriate to this position. A related professional qualification or membership would be an advantage but is not essential.

Town Centre Management and Operations

- 8.19 The Town Centre has substantial needs for environmental services and is a particular type of neighbourhood. Elsewhere in this paper it is proposed to transfer the management of the Markets to be part of Town Centre Management (paragraph 9.9).
- 8.20 Management and support of the Crime and Disorder Reduction Partnership (CDRP) is proposed to be transferred to report to the Director for the Local Strategic Partnership as part of the Chief Executive's responsibilities.
- 8.21 Given these proposals, further consultation will be needed on the appropriate reporting line for the Town Centre management role, which could be to the Head of Neighbourhood Environment Services or to a different Head or Director. However it is not proposed as part of this consultation to create a Head of Service post specific to Town Centre management.

9 Finance and Support

- 9.1 It is proposed that the Director of Finance and Support has five direct reports, Head of Finance and Assets, Head of Revenues and Benefits, Head of Customer Services and ICT, Head of Human Resources, and Head of Procurement.
- 9.2 The post of Head of Procurement is a partnership position funded by six Northamptonshire local authorities and the creation of this post is subject to agreement being reached on a shared procurement service by partner authorities. If this is not agreed, the Director of Finance and Support will have four direct reports unless this Council decides to propose a post funded solely by the Borough Council.
- 9.3 The Head of Human Resources will also have a management relationship with the Chief Executive on matters of overall organisational development and human resources strategy. This reflects and supports the Chief Executive's role as Head of Paid Service.
- 9.4 The aim of the Directorate is to bring together a number of financial and support services to ensure that internal and external customers receive a high quality service. The proposed structure is intended to group services together logically, playing to strengths in each area.
- 9.5 The Director of Finance and Support will be responsible for developing and facilitating the delivery of operational value for money across the Council. This will be delivered through improved contracting arrangements, and operational service reviews. The proposed structure for the directorate will underpin this function and support the Director in its delivery.

Head of Finance and Assets

- 9.6 Finance and Assets are proposed to be grouped together as in the existing structure. Finance's role is to deliver the statutory finance functions to the organisation along with the provision of strong financial management and governance to the organisation. Assets' role is to ensure that the Council is managing its assets to best effect.
- 9.7 It is proposed that the Cashiers service moves to work within Customer Services and ICT (see below), Debt Recovery moves to Revenues and Benefits (also see below) and that the Payments function currently at Westbridge as part of the Streetscene and Property Maintenance division transfers to the central Payment function in Finance and Assets, enabling all of Council's invoices to be processed within Finance and Assets on the Agresso financial system.

- 9.8 To enable a greater focus on the management of the Council's assets, it is proposed that the traditional valuation and asset management functions become part of Finance and Assets along with the management and maintenance of commercial property and maintenance of the Council's property portfolio excluding housing and community facilities run by the Council.
- 9.9 However it is proposed to transfer the running of the Markets to Town Centre Management within the Environment and Culture Directorate, Facilities Management to Customer Services and ICT, and Asset Development to Regeneration within the Planning and Regeneration Directorate. It is also proposed to transfer the Facilities Management of the Guildhall to Leisure and Culture within the Environment and Culture Directorate.
- 9.10 All of the above proposals in paragraphs 9.7 to 9.9 will require detailed proposals to be drawn up and consulted upon as part of the next stage of restructuring as outlined in para 1.3.
- 9.11 This Head of Service will need to be an appropriately qualified accountant sufficiently skilled and experienced for a post at this level.

Head of Revenues and Benefits

- 9.12 It is proposed that Revenues and Benefits will move from its current place in Housing Services to report to the Director of Finance and Support. This brings together the delivery of the service to the public, the strong customer service profile of this service, and the financial expertise required to account for the service, in one Directorate.
- 9.13 Currently Kendrick Ash supports Revenues and Benefits. At the end of the second year of the three-year contract with Kendrick Ash the improvements in this service area have been enormous and the service is now formally disengaged from tight Government Monitoring. There is now, in the final year, the need to ensure that this improvement is sustained and embedded. A key part of this is, as was always anticipated, the appointment of a proposed Head of Revenues and Benefits to run the service.
- 9.14 It is proposed, following on from paragraph 9.7, to position Debt Recovery, with the exception of debt relating to current housing tenants, within Revenues and Benefits. This will allow focus on the recovery of the Council's debt and improve performance.
- 9.15 This proposed Head of Service will need to be appropriately qualified in this area of service and sufficiently experienced for a post at this level. It will be particularly important that this Head of Service has the management skills to embed the improvement made over the last two years for the longer term.

Head of Customer Services and ICT

- 9.16 It is proposed that Customer Services and ICT are brought together under one Head of Service, with ICT being transferred from the current Performance and ICT division.
- 9.17 ICT underpins customer service and delivery for both internal and external customers. The proposal is that the Service will develop and lead customer service strategy underpinned by ICT development.
- 9.18 This Service is an essential part of the Council's improvement agenda. This is not a "meet and greet" service but a division that needs to take a leading role on changing the way the Council relates to the customer. A significant part of this role is therefore about cultural change as well as changing systems and business processes. This proposed Head will demand and expect high and improving customer service and efficiency from the whole Council.
- 9.19 It is proposed to transfer the Call Care service to the new Housing Directorate. This creates a better synergy with that Directorate's particular responsibilities for older residents and those with particular home care needs.
- 9.20 Consideration will be given at the next stage of restructuring and consultation as to the correct relationship between the Head of Communications and Consultation and the Print Unit and ICT's management of the Council's web publishing arrangements.
- 9.21 As outlined in para 9.9, it is proposed to move Facilities Management, with the possible exception of the management of the Guildhall, into Customer Services. Finally, it is proposed that the cleaning of the Council's buildings will move into Facilities Management from their current location in Streetscene and Property Maintenance.
- 9.22 This proposed Head of Service may not be technically qualified, but will need to be appropriately skilled and experienced at a level relevant to this post in driving forward customer service across a service organisation and exploiting the potential of ICT to do that. Experience in developing and implementing large ICT projects and changing business processes to improve customer service would be advantageous.

Head of Human Resources

- 9.23 It is proposed that Head of Human Resources (HR) reports to the Director of Finance and Support. The Head of HR will also have a direct line relationship with the Chief Executive as Head of Paid Service as discussed in para 9.3.
- 9.24 Strong and effective people management is critical to any organisation. There is much to do in the organisation on these issues. Current sickness absence, and the recent issues with Pay and Grading, are illustrations on a larger scale of a need to be more pro-active in dealing with employees and with changing the way the Council relates to its employees. HR needs to lead cultural change and support the development of a performance management culture which supports and sustains improvement.

- 9.25 This means being a caring employer, striking the right balance between supporting employees with genuine needs and addressing under-performance or outdated cultures and practices that hold improvement back.
- 9.26 In addition to recruiting a Head of Service with this brief, there is an identified improvement need in HR, and this will need to be considered as part of the overall improvement agenda.
- 9.27 The only proposed change in the composition of the Human Resources division is the transfer into HR of Health and Safety as it applies to the Council as an organisation. A closer relationship with people management at a corporate level will aid delivery of high standards of Health and Safety.
- 9.28 There is a need at the next stage of this restructuring to consult on the detail of this proposal to move Health and Safety and in particular the location of Emergency Planning, currently part of Health and Safety. Alternative locations may include the Chief Executive's Office or Environment and Culture.
- 9.29 This Head of Service is proposed to be a well-qualified HR professional appropriately skilled and experienced for this level of post. It will be important that this Head is well experienced in managing change well in challenging circumstances, probably within local government.

Head of Procurement

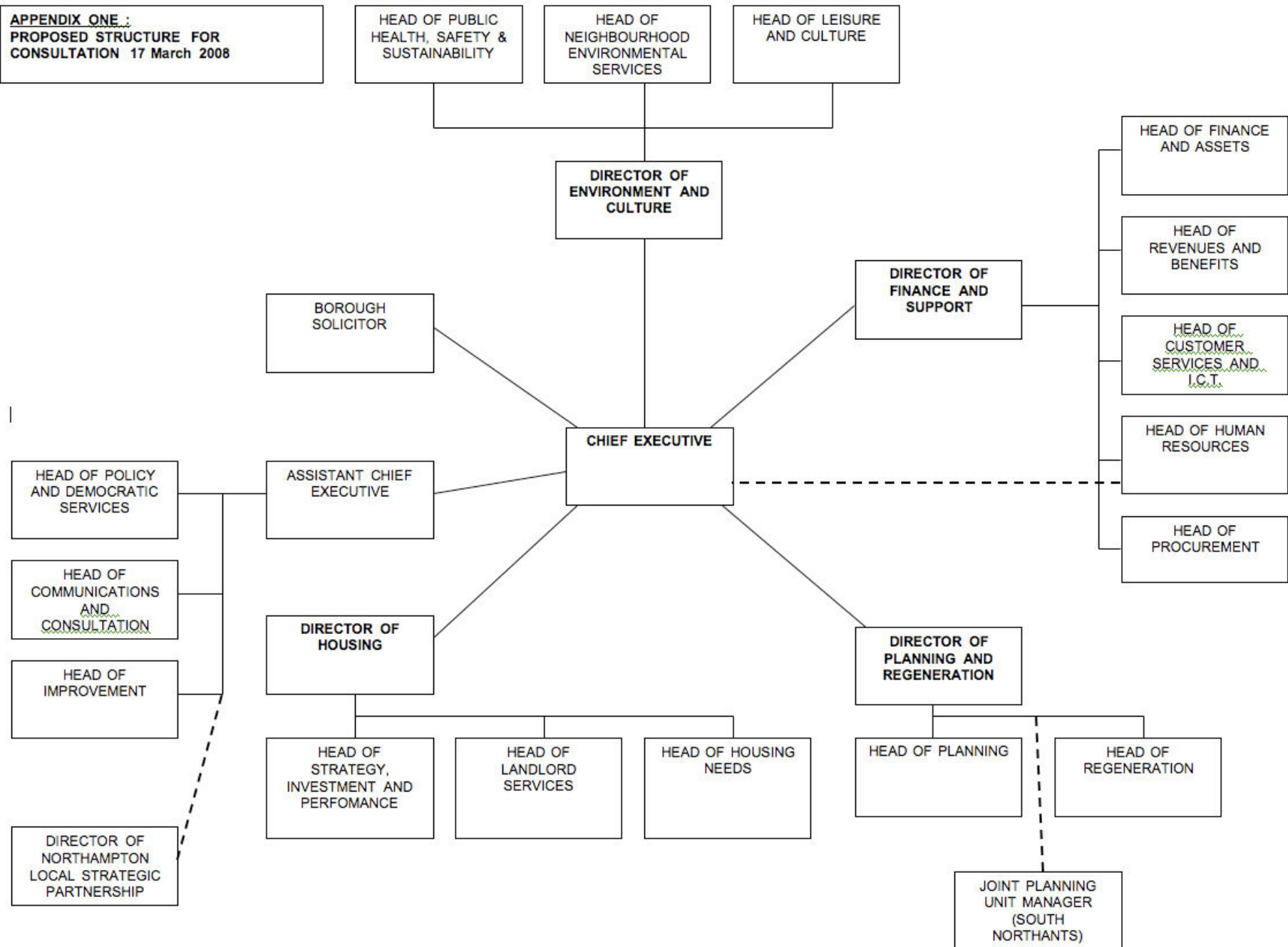
- 9.30 It is proposed that the Head of Procurement in proposed report to the Director of Finance and Support, but will be responsible for the development of a shared procurement service under the banner of Northampton Area Procurement Services. The post will be jointly funded by the partners subject to final agreement between the partners on the nature of the role.
- 9.31 Good procurement underpins value for money and is one of the key tools in delivering value for money in any organisation. Savings are expected to be delivered through the creation of this post, to the benefit of all partners.
- 9.32 This proposed Head will need to be appropriately qualified and experienced in procurement, relevant to the level of this post.

10 Pay Levels and Grades

- 10.1 Pay levels for Directors and Heads of Service have not been determined at this stage and the results of this consultation will inform the decision on what system of pay and grading will be used. Key considerations will be the need to attract and retain managers able to meet the requirements of proposed job roles and the affordability and sustainability of proposed remuneration. For this reason a relevant pay structure will need to be established. At this stage it is proposed that the HAY system for pay and grading for Director and Head of Service levels will be implemented.

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Chief Executive, David Kennedy

**APPENDIX ONE :
PROPOSED STRUCTURE FOR
CONSULTATION 17 March 2008**



**APPENDIX TWO:
CURRENT STRUCTURE ON COMPARABLE
BASIS**

