



19 June 2012

Dear Colleague

Proposals on developing the Corporate Core for North Tyneside Council

Introduction

1. North Tyneside Council is evolving from an organisation that directly delivers services to one that has a greater focus on commissioning services and closer working relationships with partners from both the private and voluntary sectors. The most visible change will be from October 2012 when, subject to final Cabinet approval, the Council starts working with new partners on the Technical and Business packages.
2. The impact of this change will be that the strategic centre of the organisation will need to adapt, for two reasons
 - to reflect the changing needs of the organisation
 - to meet the financial constraints
3. The Corporate Core project, which is part of the Change, Efficiency and Improvement (CEI), has been focused on understanding those changing needs and how the strategic functions can best be delivered. For clarity, the functions that are included within the scope of the Corporate Core project are
 - Democratic Support
 - Finance
 - Strategic HR
 - Policy
 - Performance
 - Economic development
 - Client role for the partnerships
 - Legal services
 - Scrutiny
 - VCS Engagement
 - Engagement
 - Communications
 - Community Safety

4. This project will deliver savings of £800,000 over a three year period. This will include a saving of £338,000 within this financial year.
5. It is important to note that other CEI projects also cover functions that are within the scope of the Corporate Core, for example Finance and Strategic HR are covered by the Business package. Point 11 provides further detail.
6. Therefore to avoid duplication, the financial savings from the Corporate Core project will be delivered from a narrower baseline of functions than that detailed in point 3. The financial savings for 2012/13 will be delivered from the following functions and will be the focus of this consultation
 - Democratic Support
 - Performance
 - Communications
 - Policy
 - Community Safety
 - Legal services
 - Scrutiny
 - VCS Engagement
 - Engagement

How the Corporate Core will operate

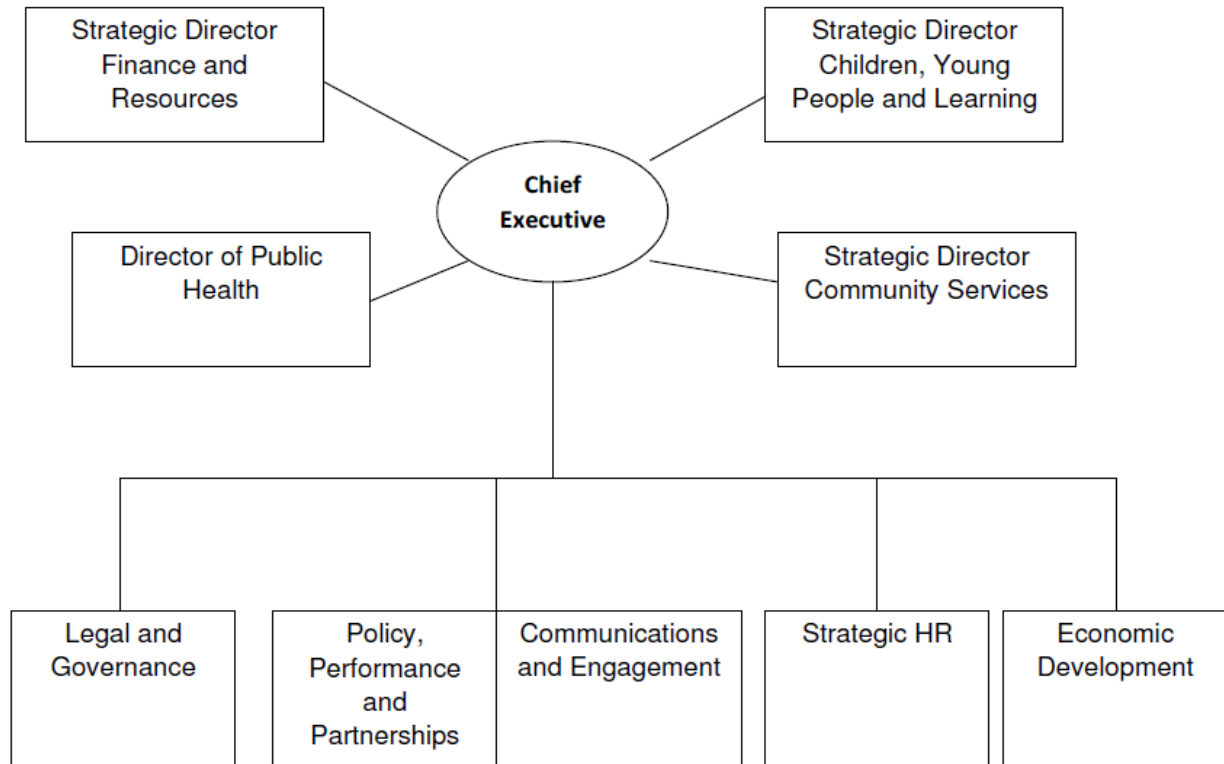
7. The corporate core will operate in two ways, structured across a range of teams
 - **Core Democratic and Governance functions** such as those that support the democratic process and the overall corporate governance of the Council
 - **Strategic ‘centres of excellence’** which will provide a professional lead for the organisation. This will include setting standards, agreeing strategic direction and co-ordination but then supporting delivery, which will continue to take place with the Directorates. This will allow good practice and experience to be shared between the centres of excellence and the operational staff within the services.
8. The functions that make up the Corporate Core (as described in point 3) can be split between the different approaches in the following way

Type	Functions	
a) Core Democratic and Governance functions	• Democratic Support	• Legal (part)
	• Finance (part)	• Scrutiny
	• HR Strategy (part)	
b) Strategic 'Centres of Excellence' functions	• Policy	• Engagement
	• Performance	• Communications
	• HR Strategy (part)	• Community Safety
	• VCS Engagement	• Finance (part)
	• Legal (part)	• Client role for the Partnerships
	• Economic development	

Corporate Core structure

9. The Corporate Core refers to the strategic functions that the Council will need in the future. This does not mean that they will all be centralised in one service or Directorate. Instead the functions will be delivered via a networked organisation.

10. It is proposed that the Corporate Core structure at a high level will be



11. Some functions are being remodelled through the other CEI projects, such as Finance and Strategic HR through the Business package. The Business package will also include the Design, Print and Web functions.
12. In preparation for the packages, the Strategic Projects team will transfer to Finances and Resources to form part of a Commercial team. In addition the Economic Development function will include the retained functions and the client for the Technical services package.
13. Therefore this proposal will only focus on the remaining areas in the current Chief Executive's Office and Legal, Governance and Commercial Services.

Chief Executive's Office

Current way of working and structure

14. The diagram on page 6 shows how the functions that are currently based within the Chief Executive's Office are structured.

Proposal

15. This proposal is the next stage in the journey that began last year and will continue for at least the next two years. It builds on the existing principles of creating functions that

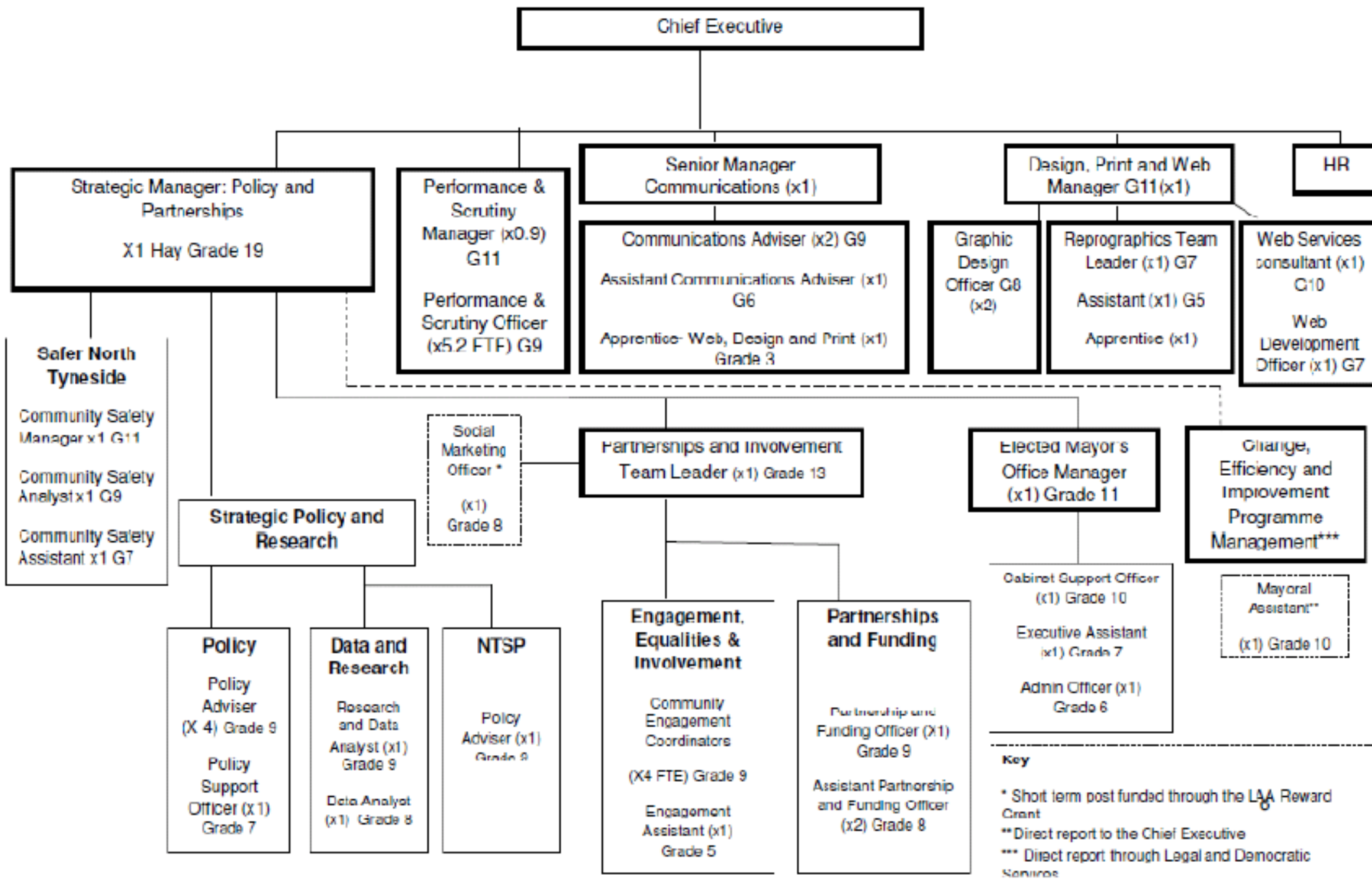
- Add demonstrable value to improving front line services with less resource

- Provide a feedback loop between stakeholders, including residents, users and the wider public, with key decision makers
- Support the new direction of the organisation (as articulated in the CEI programme)
- Work with a range of partners, including the voluntary sector
- Drive, coordinate, challenge and effect change that is most appropriate for the council

16. In addition, as a consequence of previous reductions there are a number of teams where there are periods of significant pressure on capacity. Therefore this proposal will bring a number of smaller teams together in order to increase resilience and capacity; and to maintain continuity for the business of the Council. It will also provide staff with an opportunity to learn new skills by working over a larger range of functions.

17. The proposed structure diagram is available on page 7.

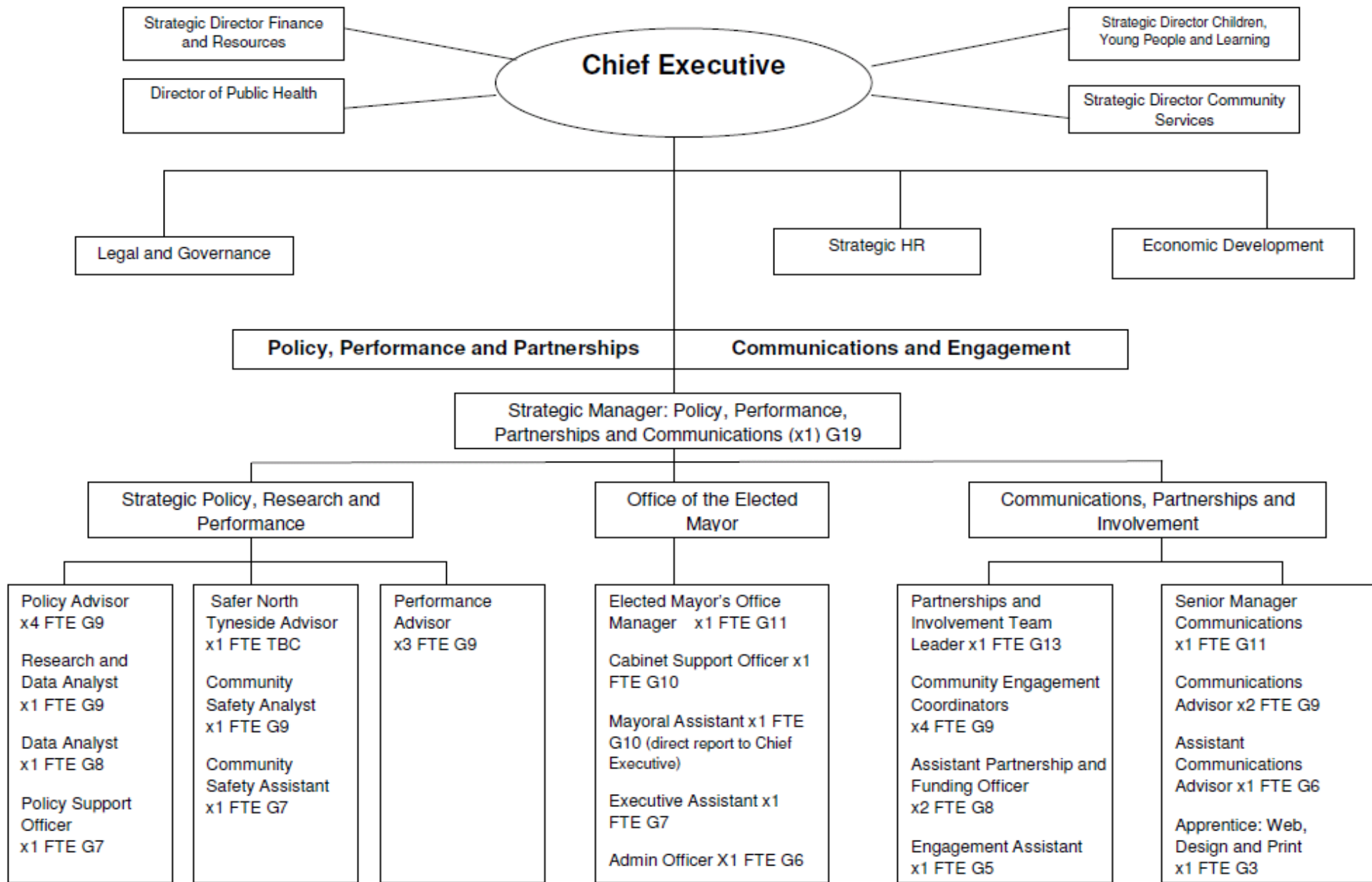
Chief Executive's Office: Current structure



Key

- * Short term post funded through the LGA Reward Grant
- ** Direct report to the Chief Executive
- *** Direct report through Legal and Democratic Services

Proposed Structure from October 2012



Strategic Policy, Research and Performance

- **Policy**

18. The Policy function will include

- Strategic Policy, including economic and European
- North Tyneside Strategic Partnership coordination
- Research and Data analysis

19. It will be delivered through a centre of excellence model, which will have a greater focus on facilitating and leading a policy network across the Council and with partners.

20. It is proposed that this function is reduced by the deletion of one Policy Advisor post.

- **Community Safety**

21. This will include

- Safer North Tyneside Partnership coordination
- Development of the Community Safety Strategy and Community Safety Assessment

22. The election of a new Police and Crime Commissioner in November 2012 will significantly affect how this agenda is delivered and supported. For example the Home Office grant, which has been reduced in the last year, will be transferred to the Police and Crime Commissioner from 2013/14.

23. While it is still an unknown on how the new Commissioner will operate, it will be important to retain a flexible approach to how the agenda can be supported in the future. Therefore it is proposed that limited reductions are made in this area.

24. It is proposed that two vacant posts (Domestic Violence Coordinator and Project/Research Officer) will be deleted along with the Community Safety Manager post.

25. A new post, Safer North Tyneside Advisor, will be created to lead the team of a Community Safety Analyst and Community Safety Assistant. This new arrangement will more closely reflect the support that is given to the North Tyneside Strategic Partnership.

- **Performance**

26. The proposal for the current Performance and Scrutiny function aims to

- improve the alignment of those groups of staff who are involved in developing and then reporting on the Council's Plans and those of its partners;
- remove the duplication of Officers' effort which currently goes into supporting the Scrutiny structure;
- support the development of expertise in strategic performance reporting; and
- improve the focus on undertaking Scrutiny Reviews which make evidence based recommendations and which lead to improvements in service

27. The functions that the new Performance team will perform will include

- Development of corporate requirements for performance reporting and their implementation
- Support to directorates and the Senior Leadership Team for the delivery of strategic information to assist them in their decision making
- Co-ordination of the Council wide Performance Management Group
- Working with colleagues across strategic services to support the development of appropriate strategic plans.

28. To deliver these functions, it is proposed

- To remove the post of Performance & Scrutiny Manager;
- To remove the post of Performance & Scrutiny Officer;
- To create x3 FTE new posts of Performance Advisors at Grade 9 (subject to Job Evaluation)
- To move the posts of Performance Advisor to report to the revised Strategic Manager: Policy, Performance, Partnerships and Communications
- To create x2 FTE new post of Scrutiny Advisor at Grade 9 (subject to Job Evaluation). These posts will report to the Democratic Service Manager (more details are available in point 39).

29. The nature of the Council's business requires the Performance Advisor and Scrutiny Advisor roles to operate across the year and throughout each week.

Each of the new five FTE posts are available as full time posts or as job share. Further details on how to express a preference between the posts and to indicate your preferred working arrangements are set out in the 'What Happens Next' Section at the end of this document

Office of the Elected Mayor

30. There are no proposed changes to the Office of the Elected Mayor, which will continue to provide support to the Elected Mayor and Cabinet.

Communications, Partnerships and Involvement

- **Communications and Engagement**

31. This will include

- Communications
- Public engagement
- Equalities
- Voluntary sector liaison (more detail from point 34)
- External funding (more detail from point 34)

32. The proposal is to bring the current communications and engagement teams closer together. This will facilitate the creation of a customer-focused communications/ engagement centre of excellence.

33. The aim of the proposal is to deliver

- Best practice, which requires strong links between communications (sharing information), and engagement (gathering information).
- Build capacity, both within the team and also through the centre of excellence model, across the wider organisation
- Deliver value for money, for example by linking engagement and communication activities

- **VCS Engagement**

34. Over the last two years, in line with the Government's drive to create a Big Society, there have been increasing opportunities for local voluntary and community sector groups to access additional funds. Local groups have been supported for many years by North Tyneside Council and VODA. The restructure of Strategic Services in 2011 brought the Council's funding team into the community engagement and VCS liaison team. This team has successfully built capacity within local groups to bid for more money to come into North Tyneside.

35. This successful relationship will continue to be supported by North Tyneside Council, through the Assistant Partnership and Funding Officers. It is proposed that the Partnership and Funding Officer role is deleted.

Legal and Governance

36. It was stated at the time of the last restructure in October 2011 that the restructure was a preliminary step and initial tranche of a series of proposals which would emerge over time as the CEI programme progressed. This proposal is the next step on this journey. A current structure chart is available on page 12.

37. The current proposals have been formulated around key principles:

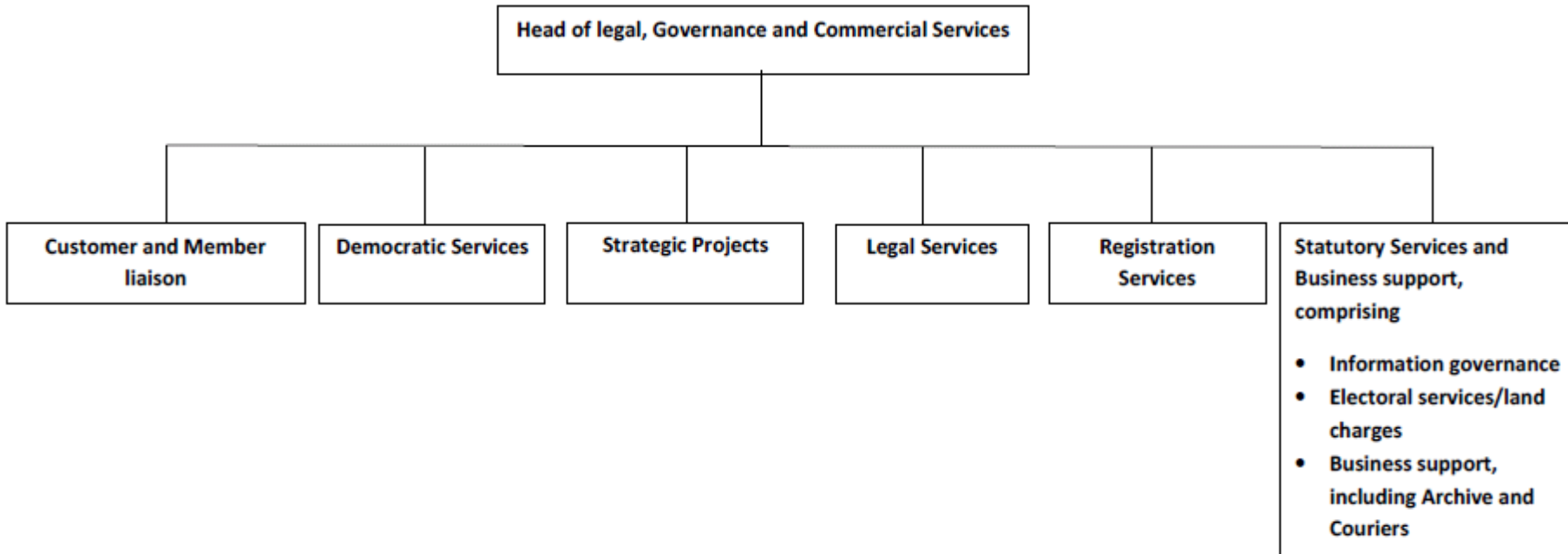
- The need in challenging times to make best use of staff skill sets
- To target limited resources where they are most needed and where they best sit within the overall context of the reshaped Council.
- To ensure we prioritise essential activities
- To provide greater scope for personal and professional development by providing a wider ranges of duties
- To focus on income generation as well as cost savings.

38. These changes will principally affect the Democratic Services and Strategic Projects teams within Legal, Governance and Commercial Services.

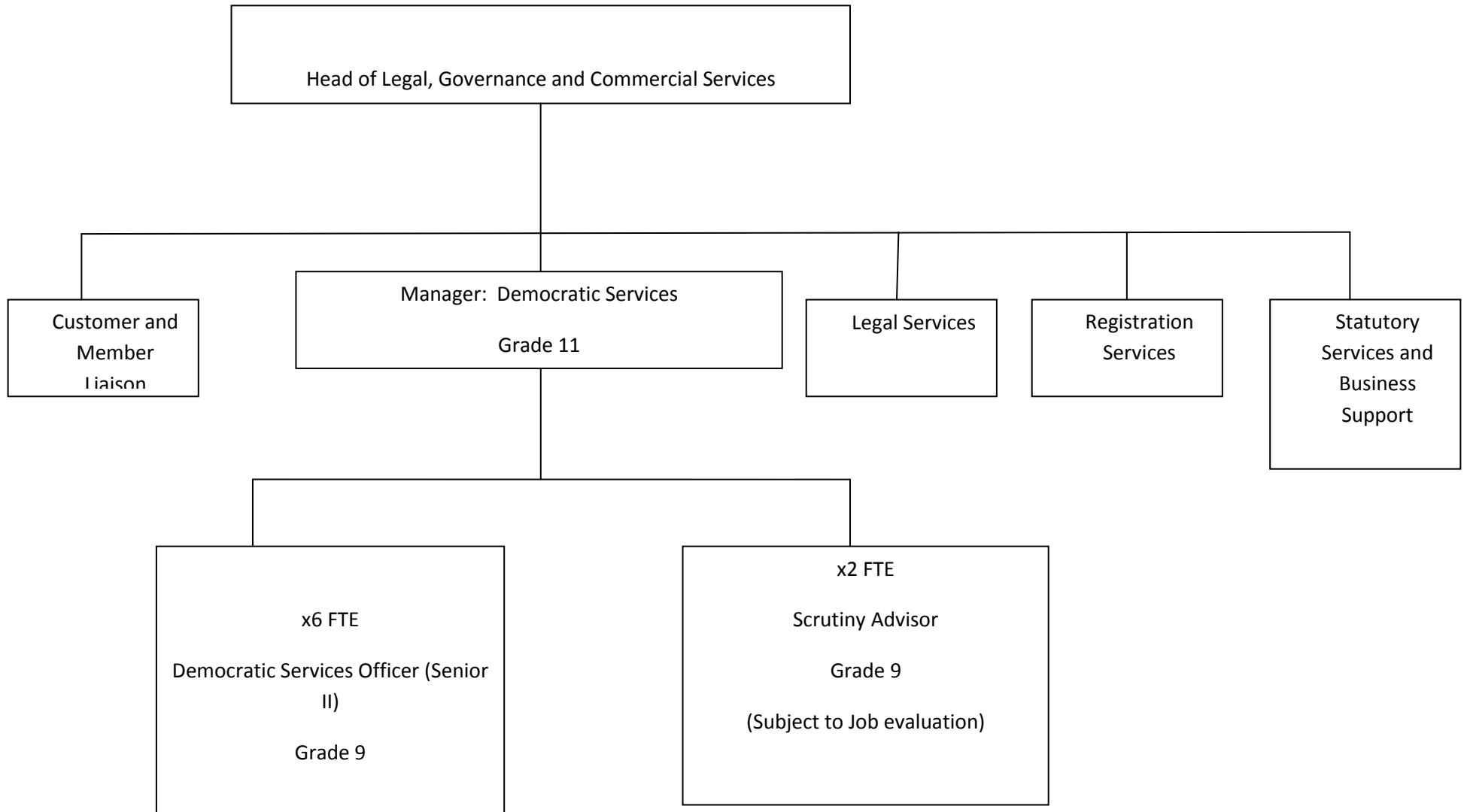
39. The proposals affecting Democratic Services are that administration and support to the Overview and Scrutiny function of the Council, which was part of the team until 2 years ago, will revert back to LGCS from Strategic Services. This will involve the creation of 2 new posts of Scrutiny Advisor, as outlined in paragraph 28. The Manager: Democratic Services will become the designated Scrutiny Officer for the Council.

40. The proposed structure diagram is available on page 13.

Legal, Governance and Commercial Services: Current structure



Proposed structure from October 2012



41. The proposals affecting Strategic Projects are that the team will transfer from LGCS to become the Commercial Services Team within the Finance and Resources Directorate. The team will transfer as a whole and there will be no loss of posts. The team will continue to play a key role in the administration of the client role for our major strategic private sector partners including the existing PFI's and the new packages.

What happens next?

42. These proposals are subject to a 30 day consultation period, starting on 19th June 2012. Staff are invited to consider and comment on the proposals as soon as possible, as it is anticipated that consultation will conclude on 18th July 2012. There is no form to complete but all comments should be in writing to ensure clarity.

43. Please send any questions, comments or suggestions on the proposals contained within this consultation document to graham.haywood@northtyneside.gov.uk

44. All comments received will be considered by the Chief Executive and responded to either individually or via a consultation response paper as appropriate. Any changes made as a result of the consultation process will be reflected in the response paper.

45. Staff who are members of a trade union are asked to submit their comments via their union so that the Trade Union Representative has a full picture of members' responses. Staff who are not members of a trade union may submit their comments via their line manager or direct to the Chief Executive as they prefer.

46. On completion of the consultation period, a response paper will be issued and implementation of the restructure will then progress.

47. If you wish to discuss the options for taking Voluntary Redundancy you should in the first instance arrange to meet with your line manager.

48. If you are ring fenced to make an application for a post you can prepare by drafting a Personal Profile showing how you meet the requirements of the Post. The format for the Personal Profile can be found on the Intranet.

49. The date for submitting your Personal Profile, following the end of the consultation process and the final management response, is likely to be **Tuesday 24 July**. The appropriate assimilation process (either interviews or

assessment based on personal statements) will take place during the remainder of that week. Individual staff will be advised of the outcome in relation to their personal situation by **Friday 27 July**.

50. Members of the Performance & Scrutiny Team will also be asked to indicate:

- A preference for either the role of Performance Advisor or Scrutiny Advisor;
- A preference for either full time working or job share; and/or any associated proposals you may wish to put forward in partnership with a colleague;
- An indication of any flexible working preferences you wish to be considered (this will not form part of the decision making process)

These proposals for the Corporate Core will set the direction of travel for how the strategic functions of North Tyneside Council will be re-shaped and structured over the next two years.

I know that this is a challenging period for all of us, but it is also an opportunity to ensure that we have a team that has the right skills to take the organisation forward in the longer term.

Yours sincerely

Graham Haywood