



## SENIOR MANAGEMENT REVIEW

**To:** Leader of the Council

**Relevant Scrutiny Committee:** Strategy and Resources, 30/01/2023

**Report by:** Robert Pollock, Chief Executive Officer,  
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**Wards affected:** N/A

### 1. Introduction

- 1.1 The Chief Executive is reorganising the senior management of the Council and has been consulting staff. The Senior Management Review proposals are integral to the Council's transformation programme - Our Cambridge. This report provides the scrutiny committee with an overview of the consultation feedback and revisions to the proposals.
- 1.2 The foreword to the consultation is at Annex A. The consultation document is a separate attachment. The key elements of the proposals include:
- Re-arranging the management of council teams into five groups to create a flatter structure, improve collaboration, and increase efficiency.
  - Reducing the cost of senior management by 20 per cent through a reduction in the number of posts
  - Achieving around £0.3m net savings per annum once the new structure is fully implemented.
- 1.2 The Civic Affairs Committee will consider changes to the senior officer pay structure on 8 Feb 2023 which implement aspects of the proposals. The Employment (Senior Officer) Committee is responsible for recommending severance packages over £100k to Council.

## **2. Recommendations**

2.1 The scrutiny committee is invited to endorse the following recommendations which will be put to Full Council on 2 March 2023.

2.2 **That the Council approves the restructuring proposals set out in this report:**

a) **the deletion of the following posts at Director level: Director of Communities and Neighbourhoods; and Director Enterprise and Sustainable Development; and**

b) **the creation of the following new posts at Director level: Director, Communities; Director, City Services; Chief Operating Officer.**

c) **the deletion of the following posts at Head of Service level:**

- **Head of Commercial Services**
- **Head of Community Services**
- **Head of Corporate Strategy / Assistant Chief Executive**
- **Head of Environmental Services**
- **Head of Housing Maintenance and Assets**
- **Head of Housing Services**
- **Head of Human Resources**
- **Head of Property Services**
- **Head of Transformation**

d) **the creation of the following new posts at Assistant Director level, which will be composed of 2 levels:**

- **Assets and Property (AD2)**
- **Assistant Chief Executive (AD2)**
- **Housing and Homelessness (AD1)**

e) **to note that the following posts will be subject to slotting-in arrangements with new post titles:**

- **Head of Finance to Chief Finance Officer (AD1)**
- **Head of Housing Development Agency to Assistant Director, Development (AD1)**

f) **the creation of a new Head of People and a Head of Transformation on 2-year Fixed Term contracts at Band 11, while future leadership arrangements for 'Transformation, Digital and HR' are considered.**

**g) that the Chief Executive is given delegated powers to take all steps necessary to implement the new structure (other than those delegated to the ESOC) including final determination of the Council's staffing structure below Director level, and**

**H) where specific changes to the Constitution are required the Chief Executive and Monitoring Officer should make such changes, in consultation with the Leader of the Council and Executive Councillor for Finance, Transformation and Resources.**

### **3.4 That the Council notes:**

**h) the Head of 3C Shared Legal Services (Head of Service) and Council's Monitoring Officer becomes an Assistant Director grade (AD1) in the new grade structure.**

**i) the Head of Building Control (Head of Service) post will be reviewed once the Greater Cambridge Shared Planning Service management restructure has been fully implemented.**

**j) changes proposed to the senior officer Leadership Behaviours following feedback from the consultation (see Annex B).**

**k) that the transitional Group structure will provide staff with certainty about line management arrangements and are a starting point for each Group organisational redesign (Annex C).**

## **3. Background**

3.1 The consultation proposals, which take forward recommendations agreed following the Strategy and Resource Scrutiny Committee on 10 October, were discussed and endorsed by the Employment (Senior Officer) Committee on 3rd November.

3.2 A copy of the consultation document was sent to all members on 14 November 2022.

3.3 All staff were given the opportunity to comment on the document. It has been viewed 1,400 times on the council's intranet site. Around 45 responses were received during the consultation period from 10 November to 10 December 2022. In addition:

- senior staff directly affected each held one-to-one meetings with the Chief Executive,
- senior staff held confidential discussions with an independent HR advisor where requested,
- the Chief Executive held meetings with teams and other individuals as well as the unions, Unison and GMB,
- an all-staff presentation was held on 22 November 2022,
- a 'Frequently Asked Questions' document was published on the Council intranet to clarify questions received during the consultation,
- an all-staff briefing was held on 18 January 2023 to set out the response to the consultation feedback, and
- packs summarising the proposals were shared with Group Leaders and member briefings offered on the post-consultation revisions.

## **4. Consultation feedback**

### **Summary**

- 4.1 There was strong support for the key aims of the proposals. Bringing together teams into 5 coherent groupings is seen as a positive step and the right direction for the Council to improve outcomes, reduce duplication and help achieve savings targets. Other areas which received broad and positive endorsement were:
- the proposed leadership behaviours,
  - emphasis on collaboration across teams and with partners, and
  - a more empowering culture for staff.
- 4.2. Some respondents stressed the importance of developing the Council's capability to make better use of emerging digital technologies, including AI, to automate tasks and improve transactional engagement with residents, as well as improving our capability to manage and analyze data to provide insights for managers, members, the public and businesses.
- 4.3 Though the proposals focus on changes to the senior management structure much of the feedback received related to the location of teams in the proposed group structure. Some has been acted on. Some will inform the subsequent, design and configuration of Group structures, which will begin once the new senior management team is in place.

## Thematic feedback

- 4.5 **Groups:** there was strong endorsement for a flatter structure and more coherent groupings of teams around shared activity and purpose. Some specific questions about Group line-management arrangements were received. There were a few suggestions to change Group names (e.g., Assets and Development to 'Place'), and two proposals advocating 4 Group structures and two advocating variations of the 5 Group model.
- 4.6 **New Leadership Qualities:** were very positively received at all levels, in particular the emphasis on senior leaders to coach, develop and support staff to succeed. Helpful suggestions were made to strengthen proposed language on diversity, transformation, partnerships, and resilience.
- 4.7 **Savings & number of posts:** several responses called for the proposals to further reduce the number of senior posts.
- 4.8 **Senior Grades:** the need to create a new Assistant Director (AD) grade to breach the current gap between Head of Service (HoS) and Director in was acknowledged and welcomed. A few respondents commented that retaining the Head of Service title/grade would be a retrograde step, and that three distinct grades (Director, AD and HoS) may add complexity.
- 4.9 **Teams:** the majority of feedback from staff that are not 'at risk' expressed views on where specific teams should or shouldn't sit in the new Group structure. Some of this feedback was similar, though some was contradictory and reflected individual or team preferences. The main teams noted were the Benefits Team, Housing Strategy, Business & Executive Support, Communications, Environment & Public Health, City Events & Culture, Grants, Health & Safety, Cambs Home Improvement Agency, and Development (Street and Open Spaces).
- 4.10 **Corporate Management Team:** there was limited but strongly positive feedback about creating a more inclusive approach to corporate management involving team leaders and other key managers. This proposal would build on practice developed during the pandemic.
- 4.11 **Governance & Member relationships:** several respondents stressed the importance of reviewing of Council's governance arrangements and member-officer relationships to complement the restructure. It was suggested that this would enable more effective ways of working, help to streamline decision making and support a more empowered council culture to attract and retain the best staff.

- 4.12 **Process:** there has been consistent feedback, particularly from those directly affected, that the constitutional arrangements to change senior management structures are complex and lengthy. This has pros and cons. It does not enable timely change to reduce uncertainty for staff, but it does allow staff affected an extensive period to fully consider their options.
- 4.13 **Workload/resources:** a few respondents questioned whether their workload would increase with senior fewer managers. On the other hand, some pointed out that reducing management layers would speed up decision making and empower team leaders. Several respondents noted that in addition to working more productively the Council would need to do less and consider stopping some services to balance its budget.

## 5. Key changes and clarifications in response to feedback

- 5.1 **Groups:** Three, four and alternative five Groups structures have previously been considered. The five-group structure creates a flatter structure and reduces hierarchy. It enables greater leadership resilience as each Group would have a deputy, more clearly defined Group purpose and facilitates collaboration across Groups. However, a four Group model may be a viable option to consider in time subject to the wider operational and financial context.
- 5.2 **Group purpose:** The consultation feedback has helped to strengthen the core purpose of each Group. These remain largely as defined in the consultation document (pages 12-15). The 'Assets and Development Group' has been renamed 'Place Group' and the 'Strategy, Climate and Inclusive Economy Group' renamed 'Democracy, Inclusive Economy and Climate' Group.
- 5.3 **Senior Grades:** The revised proposals recommend extending the proposed Assistant-Director (AD) grade. As a result, there would no longer be a Head of Service grade (HoS). Within the broader AD pay-band a 'bar' would create two 'levels'. Those ADs leading a Group would have greater responsibilities and would be above the bar (AD2). Those below the bar (AD1) would report to a Director. Details will be set out in the Pay Policy statement which will be considered by Civic Affairs on 8 February. Annex D describes the distinction between the two Assistant Director levels.
- 5.4 **Leadership Behaviours:** based on the helpful suggestions provided there are some drafting improvements to the proposals. The key challenge for the new management team will be to model these behaviours. Successful

staff would have an opportunity to reflect on feedback received from behavioural assessments undertaken during the selection process as part of a subsequent leadership development programme.

- 5.5 **Group management:** it is important to emphasis that the proposals are a starting point rather than the final destination. Successfully appointed Directors and ADs will need to develop a management structure that best suits their group purpose, activities and teams. To support the restructuring of group management around £50,000 will be set aside from the SMR gross annual savings.
- 5.6 **Transition:** The transitional group structure (Annex C) provides teams with certainty about immediate line management arrangements. Once appointed, Directors and ADs will be expected to support and influence the redesign workstreams which will help develop and refine Group portfolios. The planning stage has already begun for the City Services Group, and will begin for the Corporate Group in April, then other groups.
- 5.7 **Teams:** based on feedback and follow-up conversations some changes are proposed to the teams that should make up the five groups. These suggestions have been welcome. They have strengthened the proposals and stimulated healthy debate about the ultimate purpose of specific teams and how they interact with other teams to add value. The next phase of deeper organisational redesign will provide additional insights on the most appropriate location for teams, including how they are structured. This may lead to some teams or individuals moving Groups.
- 5.8 **Savings / Number of posts:** The current proposals would reduce the cost of senior management by around 20 per cent. This would put the City Council broadly in line with comparable councils of similar relative size and function (e.g. Oxford and Norwich). A further reduction may be necessary to consider in time subject to the council's financial position.

## 6. Staffing implications

- 6.1 The Councils constitution provides the Chief Executive (Head of Paid Service) with management responsibility for all officers and authority to determine the overall departmental structure of the Council, number and grade of officers required to discharge Council functions.
- 6.2 The current proposals concentrate on the director and head of service structure. As the number of posts at this level would reduce from 13 to 8

redundancies are expected. The costs associated with potential redundancies are anticipated to be between £0.5-£0.8m depending on the outcome of the recruitment process.

- 6.3 Additional support has been commissioned to help staff put at risk as a result of the proposals to consider their options.
- 6.4 To support a cohesive transition, a development programme will be introduced for the new Corporate Leadership Team once it is in place. To support managers in the new group structures a development programme will be introduced for the new Corporate Management Team. These will be commissioned externally.
- 6.5 If the proposed changes to posts and the organisation structure set out in this report are agreed at Council in March 2023 it will be necessary to amend the Council's Constitution and delegations to officers. The Chief Executive and Monitoring Officer (Head of Legal Services) should be given authority to make such changes, in consultation with the Leader of the Council and Executive Councillor for Finance, Transformation and Resources.

## **7. Wider Implications**

### **a) Financial Implications**

The savings, excluding redundancy costs, associated with implementing the new senior management structure have been based on average salaries. One off redundancy and pension strain costs will be met from reserves. The ESOC is required to recommend severance costs above £100k to Council.

### **b) Equality and Poverty Implications**

An equality impact assessment has been undertaken for the Senior Management Review. Equality information by grade is reported annually to the Equalities Panel and is available on the Council's website.

### **c) Net Zero Carbon, Climate Change and Environmental Implications**

The proposals in this report have no direct impacts but should enable the council to better organise and deliver on its net-zero, climate change and environmental aspirations and commitments.

**d) Procurement Implications**

The proposals in this report have no procurement implications

**e) Community Safety Implications**

This report relates to senior management structures and does not impact directly on community safety matters.

**8. Consultation and communication considerations**

- 8.1 All staff and the trade unions, Unison and GMB, as well as local authority partners have been consulted on the proposals. The Employment (Senior Officer) Committee endorsed the proposals prior to consultation. All members have had the opportunity to respond to the consultation.

**9. Background papers**

Background papers used in the preparation of this report:

- Senior Management Review – consultation proposals, November 2022

## **Annex A – Consultation Foreword: Introduction from Chief Executive**

Dear Colleagues

To live within our means, we need to consider the Council's leadership arrangements. Now that the direction of travel for the Our Cambridge transformation programme has been agreed and building on the 'Leadership for Change' task and finish group, I am now able to set out draft proposals. Leaders of shared services are not included. There may be scope to revisit this in future with our partners. A summary is provided below, and the rest of the document sets out the proposals and process in more detail.

Refreshing our leadership arrangements is essential to complement and give shape to the wider organisational redesign of the council and to support our elected members to navigate increasing complexity in local government. Our current management structures largely reflect proposals set out in 2010. These have developed incrementally through the introduction of shared services and creation of the CPCA and GCP. We now have a relatively large and hierarchical senior team orientated toward service delivery rather than shared corporate outcomes and leadership for the whole Council.

The City Council adapted admirably to the challenges posed by Brexit and a global pandemic. These systemic disruptions forced us to do things differently and at pace. We need to build the lessons learnt into the way we organise ourselves in future so that a more resilient, partnership orientated, and agile culture becomes the norm. There are significant opportunities to engage more effectively with our public, business and community sector partners so we can deliver the best outcomes for Cambridge residents with the resources we have available.

Recent market turbulence in response to government policy has made our medium-term financial challenge even greater. It is vital we now follow through on plans agreed by the Executive to reduce spending by at least £5m over the next two to three years. In addition to supporting a more collaborative and empowering leadership culture, the senior management restructure needs to make an important contribution towards our financial sustainability.

The key changes I am setting out in this consultation document can be summarised as follows:

- establishing five groups each led by a Director or Assistant Director;
- reducing the number of posts in scope of the restructure from 13 to 8 to release ~£0.36m gross savings, including the creation of a new two-year fixed term Head of People position (band 11) while future leadership arrangements for Transformation, Digital and HR are considered;
- setting aside up to £40k of the gross savings for the next phase of organisational redesign to enable new management opportunities for talented staff that want to step up, of which up to £15k specifically for a new City Services Group;
- support for all new leaders to succeed through a tailored development programme, and

- £0.32m net annual contribution towards our savings targets.

As a package these proposals will provide the council with a more clearly defined and sustainable leadership structure. Each of the new groups has a distinct corporate purpose. This will mark a shift away from a service-based ethos that has facilitated siloed thinking. The new structure necessitates collaboration across groups to deliver corporate outcomes and complements our shared services arrangements. It should also enable increased engagement with an improving Combined Authority, the County Council, and a more integrated, place-based NHS. The new structure has the flexibility to evolve over time as the operational and policy needs of the council and political priorities of members change.

Teams within groups will be more closely aligned around our corporate plan priorities. This reflects the insights that emerged from the organisational design workstreams (e.g., the 'petal diagram'). Team leaders and senior managers will be empowered and have greater influence as there will be fewer management layers. That is an important step towards reducing 'red tape, bureaucracy and process' that staff identified as the top barrier to change though the 'making it real' feedback.

A smaller corporate leadership team will create new opportunities for managers during the second phase of our organisational redesign once the senior structure is resolved. New group leadership will want the opportunity to shape teams and structures in their reporting lines and establish relationships with complementary teams in other groups, as well as arrangements to better support members and strengthen partnerships with other key stakeholders.

Structures don't change organisational culture, but they can enable and facilitate positive change. Purpose, pragmatism and people will make change successful, and the new corporate leadership team will need to lead the way. I will expect them to promote continuous improvement, demonstrate supportive and inclusive behaviours, a willingness to roll-up their sleeves as well as thinking and acting as system leaders in the interests of the whole council and city.

With a flatter, more agile and resilient organisational culture we will be better prepared for uncertainty, better able to overcome new challenges and take advantage of opportunities. However, I am open to feedback from individuals and teams in addition to those that are directly affected by the proposals. If you have views to improve these proposals, please share them via [SMRfeedback@cambridge.gov.uk](mailto:SMRfeedback@cambridge.gov.uk) before the consultation closes at noon on 10<sup>th</sup> December 2022.

Finally, I recognise that any period of change can be unsettling, and I want to reassure you that I will take forward any changes as quickly as possible. Please also be mindful and respectful to those individuals whose current roles are more directly affected.

Yours sincerely,

**Robert Pollock**  
Chief Executive

## Appendix B – Leadership Behaviors for senior officer posts

- *Authentic* – A genuine, visible and **inclusive** leader who is focused on our people, taking time to understand and ensure we develop, motivate and understand the needs of others. Acts with humility, **professionalism** and able to coach and inspire people to be the best they can be
- *Outcome Driven* – Prioritises delivering the very best outcomes for our customers, residents and stakeholders. Empowers **and challenges** others to improve customer experience, **streamlining** processes, measuring impact and **value for money**, taking action to achieve better outcomes.
- *Empathetic collaborator* – Has a strong sense of purpose, acting with integrity. Builds relationships and networks, engages widely, and encourages groups to work, listen, learn, reflect, and deliver.
- *Influential* - Assertive and inspirational, with the confidence to challenge and persuade. Able to manage complex, contentious, and high-profile stakeholder engagement, displaying moral courage, **diverse thinking** and empathy for different perspectives to elicit buy-in from all.
- *Ambitious* – An energetic corporate leader, who leads by example and inspires trust across teams to prioritise the strategic direction, promote innovation, is future orientated and takes ownership for decisions.
- *Courageous* – Positive and solution focused, looking at information and insights in new ways, navigates complexity and advocates new approaches. Is **resilient** and comfortable making difficult decisions, and to ‘stretch’ themselves and their teams.

(\*Yellow highlights denote changes to the initial proposals following consultation)

## Annex C – Transitional Group structures

<b>Communities Group</b> Staff: ~220	<b>City Services Group</b> Staff: ~220	<b>Place Group</b> Staff: ~60	<b>Corporate Group</b> Staff: ~170	<b>Democracy, Inclusive Economy &amp; Climate Group</b> Staff: ~90
<b>Communities Director</b>	<b>City Services Director</b>	<b>Assets and Property (Assistant Director)</b>	<b>Chief Operating Officer (Director)</b>	<b>Assistant Chief Executive (Assistant Director)</b>
<b>Housing &amp; Homelessness Assistant Director</b>	<i>(Operational Management Team, tbd.)</i>	<b>Development Assistant Director</b>	<b>Chief Financial Officer (S151, Assistant Director)</b>	<b>Shared Legal &amp; Monitoring Officer (AD)</b>
<i>Transitional grouping of teams to provide line management continuity. Organisational design reviews beginning with City Services, then Corporate and Communities will clarify the most appropriate location of teams, team structures and management arrangements to complement Group activity and purpose.</i>				
<p>Teams</p> <ul style="list-style-type: none"> <li>Community Development</li> <li>Strategic Projects</li> <li>Community Facilities</li> <li>Sports and Recreation</li> <li>Environmental &amp; Public Health</li> </ul> <p><b>Housing &amp; Homelessness</b></p> <ul style="list-style-type: none"> <li>City Homes</li> <li>Housing Advice</li> <li>Housing Support &amp; Performance</li> <li>Community Safety</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>Operations (S&amp;OS)</li> <li>Development (S&amp;OS)</li> <li>Operations (Maintenance)</li> <li>Parking, inc CCTV</li> <li>Fleet</li> <li>Bereavement</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>Property Management</li> <li>Development Management (Commercial)</li> <li>Asset Management (Housing)</li> <li>Facilities</li> <li>Risk Assurance and Compliance</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>Housing Development Agency</li> <li>Cambs Home Improvement Agency</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>Human Resources</li> <li>Customer Services</li> <li>Transformation</li> <li>Business &amp; Executive Support</li> <li>Grants</li> <li>Communications</li> <li>Health and Safety</li> <li>Procurement</li> </ul> <p><b>Chief Finance Officer</b></p> <ul style="list-style-type: none"> <li>Accountancy</li> <li>Internal Audit</li> <li>Finance Support Services</li> <li>Revenues &amp; Benefits</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>Democratic Services</li> <li>City Events &amp; Cultural Services</li> <li>Strategy and Partnerships</li> <li>Urban Growth</li> <li>Housing Strategy</li> <li>Economic Development</li> <li>Region of Learning</li> </ul> <p><b>3C Shared Legal &amp; MO</b></p> <ul style="list-style-type: none"> <li>3C Legal Team</li> </ul>

*(\*Yellow highlights denote teams that have changed group following consultation feedback)*

## Annex D – Assistant Director grade

<b>Assistant Director (Level 2)</b>	<b>Assistant Director (Level 1)</b>
Deputises for Chief Executive on relevant area / specifics	Deputises for Director and other corporate leaders as required to ensure directorate responsibilities are discharged
Member of Leadership Team	Invited to attend Leadership Team
Responsible for strategy, delivery, operational management and budget of more than two clusters of council business	Responsible for strategy, delivery, operational management and budget of one or two clusters of council business
Develop, influence and deliver corporate objectives and accountable for cross cutting work and driving corporate performance	Supports Director and other corporate leaders to develop and deliver corporate objectives, cross cutting work and corporate performance
Provides and delivers a clear vision and leadership for strategic clusters	Provides and delivers a clear vision and leadership for clusters of council business
Leads a cluster of services with over xxx staff or a budget of xxx	Leads a cluster of services with over xxx staff, and budget up to xxx
Provides professional guidance and knowledge on area of expertise (may require qualification)	
Line Manager for relevant operational / specific expertise functions	
Member liaison and support	

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## **CONSULTATION**

# **LEADERSHIP TEAM – RESTRUCTURE PROPOSAL**

**NOVEMBER 2022**

## Introduction from Robert Pollock, Chief Executive

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With a flatter, more agile and resilient organisational culture we will be better prepared for uncertainty, better able to overcome new challenges and take advantage of opportunities. However, I am open to feedback from individuals and teams in addition to those that are directly affected by the proposals. If you have views to improve these proposals, please share them via [SMRfeedback@cambridge.gov.uk](mailto:SMRfeedback@cambridge.gov.uk) before the consultation closes at noon on 10<sup>th</sup> December 2022.

Finally, I recognise that any period of change can be unsettling, and I want to reassure you that I will take forward any changes as quickly as possible. Please also be mindful and respectful to those individuals whose current roles are more directly affected.

Yours sincerely



Robert Pollock  
Chief Executive

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# 1. Purpose of Report

To put forward, for formal consultation, the proposed leadership structure for Cambridge City Council.

This document forms the basis for consultation with staff directly affected by the proposals and the trade unions, Unison and GMB.

## 2. Background

Our current organisational design has remained largely unchanged for over a decade. However, the demands, context and challenges faced by the council have changed. There are also significant opportunities and benefits from working in new ways. As part of the Our Cambridge transformation programme, the council now needs to update its organisational design, so that it can more effectively meet the needs of residents and the city now and in future.

The direction of travel to enable the Council to modernise and change was discussed by the Strategy & Resources Scrutiny Committee in July and October 2022<sup>1</sup> and subsequently agreed by the Executive. This consultation on a new senior leadership structure is an integral part of that transformation journey. The new leadership team that emerges will lead the way on wider organisational change which will proceed during 2023/24.

The proposals would create a smaller and more unified structure to replace the current Leadership and Senior Management Teams. Heads of Service supported this principle in work undertaken earlier in the year through the 'Leadership for Change' task and finish group. The proposals also have an emphasis on leadership behaviours and values consistent with the new Council model. In particular, the responsibility of leaders to develop and support managers and staff to perform to their best abilities.

The new group structures are designed to enable greater collaboration across council functions and local systems, to strengthen our resilience and establish clearer accountability for corporate performance. The financial outlook for the Council and the current cost of the Leadership and Senior Management Teams relative to similar councils have also been considerations.

The proposed leadership structure is expected to provide cost savings through a smaller number of posts within a different pay and grading structure. The proposals include the introduction of a revised linked grade of Head of Service/Assistant Director to reflect greater responsibilities and management spans. The pay and grading changes will be taken through the annual review of the Pay Policy Statement via Civic Affairs and Council in early 2023.

There are currently 15 posts at senior leadership level, excluding the Chief Executive who is leading this review. The posts within scope of the senior management review are set out in section 6.3, below. The Head of Legal Services and Head of 3C Building Control positions are excluded from this review, except for reporting lines, as these are shared service posts. The arrangements for these roles would need to be part of a wider review involving all three councils.

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<sup>1</sup> <https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&MId=4135&Ver=4>

### 3. Consultation and Engagement

This formal consultation document is for people in the roles directly impacted by the proposals, as listed below.

- Director of Enterprise and Sustainable Development
- Director of Neighbourhoods and Communities
- Assistant Chief Executive
- Head of Commercial Services
- Head of Community Services
- Head of Environmental Services
- Head of Finance
- Head of Housing Development Agency
- Head of Housing Maintenance & Assets
- Head of Housing Services
- Head of Human Resources
- Head of Property Services
- Head of Transformation (vacant post)

The Head of 3C Legal Practice and Head of 3C Building Control are out of scope.

Each person who is being formally consulted with will be invited to a one-to-one meeting with Robert Pollock, Chief Executive to discuss the proposals during the 30 days consultation period.

Although not formally part of the consultation process feedback on the proposals is welcomed in relation to the proposed grouping of services. A dedicated email has been set up to enable staff, our partners and Councillors to comment on the proposals.

If you have any views to share to improve these proposals, please e-mail before the consultation closes at noon on 10<sup>th</sup> December 2022: [SMRfeedback@cambridge.gov.uk](mailto:SMRfeedback@cambridge.gov.uk)

If you are a trade union member of Unison or GMB you may wish to feed in comments through your trade union, please contact:

- Liz Brennan, Branch Secretary Unison [Unison@cambridge.gov.uk](mailto:Unison@cambridge.gov.uk)
- Kevin Roberts or Mac MacDonald GMB [GMB.GMB@cambridge.gov.uk](mailto:GMB.GMB@cambridge.gov.uk)

This consultation document has been distributed to:

- Leadership Team and Senior Management Team
- All Staff – via Intranet article
- Trade Union Representatives for GMB and Unison
- Leader of the Council and Executive, Group Leaders for the Liberal Democrats and Green and Independents, and all other members of the Council
- Public sector partner leadership teams – South Cambridgeshire DC, Huntingdonshire DC, Cambridgeshire County Council, Cambridgeshire and Peterborough Combined Authority, Greater Cambridge Partnership, and Cambridgeshire and Peterborough Integrated Care System

### 3.1 Timetable for responses and next steps

This consultation closes at noon on 10<sup>th</sup> December 2022. This will be followed by a period for reviewing feedback and finalising the proposals.

Final proposals will be reported to Strategy & Resources Scrutiny Committee on 30<sup>th</sup> January and Full Council on 3<sup>rd</sup> March. There will also be a meeting of the Employment (Senior Officer) Committee between these dates.

Following Council, the agreed proposals will be implemented, including notifying impacted colleagues of their individual position, placing people at risk of redundancy and setting up ring fenced arrangements for assessment and interviews for new roles.

The anticipated date to implement the new arrangements is May 2023. A more detailed timetable can be found on page 24.

## 4. Context for the Senior Management Review

The Council has a clear vision to lead a united city, '[One Cambridge - Fair for All](#)', in which economic dynamism and prosperity are combined with social equality and environmental justice.

This vision, in addition to our [Corporate Plan](#), [Medium-Term Financial Strategy](#) (MTFS) and [Our Cambridge](#) provide the basis to shape and inform our future leadership requirements.

The Corporate Plan 2022-2027, sets out four key priorities, describes what success will look like and includes performance indicators to measure progress. These priorities are:

- Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030
- Tackling poverty and inequality and helping people in the greatest need
- Building a new generation of council and affordable homes and reducing homelessness
- Modernising the council to lead a greener city that is fair for all

Our collective response to the pandemic has shown what we can do when we all work in a cooperative way to address the challenges we face; working together alongside other agencies, voluntary and faith groups, businesses, individuals and communities to do the very best that we can for all those who live and work in Cambridge.

The City Council's response to the COVID pandemic required us to innovate and work across organisational boundaries, generating real insight and learning about what we could achieve at an organisational and community level. The Council needs to build on this agility and effectiveness so that it becomes more comfortable with 'doing things differently and doing different things'.

Wider technological and social trends, including population growth have accelerated and we need to keep pace with these changes. How we work as a council has been transformed over the last two years, with hybrid working, increased flexibility across teams and greater automation of processes. As an organisation we have been collectively engaged through projects and conversations, such as 'making it real', as well as developing whole council approaches to address

new challenges, including Homes for Ukraine, in order to transform services and operational delivery.

In that context, the focus of this review is to ensure we have the right leadership structures to deliver the future needs for Cambridge City Council, our residents and Cambridge.

#### 4.1 Purpose of Leadership review

For the council to transform the way it delivers services, it needs to have the right leadership equipped with the right information, governance arrangements and relationships. Equally importantly, it requires leaders who can work with others to continually adapt the council's ways of working, to respond to the changing needs of residents and take advantage of emerging opportunities as our relationships with partners and communities evolve.

These proposals redefine and reposition the role of leadership. In particular, the significant contribution leaders can play to create an entrepreneurial public service culture, promote and develop collaborative solutions and to act with pace and purpose.

The current design of the organisation means resident experiences are often being spread across teams and services, with issues or opportunities falling between the gaps, resulting in the council offering services that are not as good as they might be. The council's 'making it real' conversations, led by Change Makers and Change Leaders, started to refocus staff on finding ways of doing better within the existing structures and processes. That initiative was the first step in the council's broader review of our services and organisational redesign.

These proposals recommend that the council merges or regroups activities to bring together similar skills and capabilities, or with similar purposes or outcomes. These changes will improve collaboration, enable efficiencies, and help the council optimise its contribution to the city and its residents (see Organisation Design Model on page 11).

Bringing key functions together and orienting them around a shared purpose will not only help us achieve our savings but will ultimately provide better resident-centred delivery, reduced inefficiencies, improved customer experience and an ability to deliver better outcomes.

Creating a more joined-up approach provides the scope to deliver benefits, including:

- Reshaping our services to reduce duplication and fragmentation of services, bringing together activities around the needs of residents or the city, to enable collaboration, efficiencies and shared purpose.
- Bringing together services that are essentially operational in nature (for example, ground maintenance, street cleaning, estate repairs), creating a hub that can deliver this type of service more efficiently and at less cost.
- Consolidating our disparate corporate functions to maximise efficiencies and ensure the centre is focused on those activities and support functions that enable the council to respond quickly and to continually develop our value to residents and the community.
- Streamlining processes by harnessing digital and data insight more effectively in line with the Our Cambridge proposals to develop better management information, that provides a

more complete and reliable assessment of both the performance of the council in the city, and the performance of services within the council.

- Creating the conditions for the successful development and implementation of new service models and / or further income generating opportunities or businesses that have a social purpose at their heart - when council services and our partners are ready to take this step.

Other opportunities and benefits that can deliver financial savings and better outcomes include:

- Reviewing our financial structures so they reflect the new design, with more effective and simplified budget management and business planning process that are not viewed by some staff as an impediment to change.
- Reviewing political governance arrangements with Members. These conversations will form part of the future design work and can complement and enable the council's transformation.
- Reviewing internal governance to streamline decision making to reduce bureaucracy, improve the speed of decision making and oversight of implementation, and
- Developing a better understanding of the distinction between leadership - mobilising action towards a shared purpose - and management - the effective organisation of tasks and people - to support and inform flatter, more resilient and cost-effective service design.

## 4.2 Role of the Leadership Team

New Corporate Leaders will have collective ownership and accountability for:

- Organisational and workforce development
- Staff engagement, well-being, diversity and driving forward culture change
- Budget and financial management and planning
- Service transformation, innovation and digital, data and technology
- Performance and risk management
- Community engagement and communication

The role and responsibilities of corporate leaders may change over time based on business needs, and each should have responsibility for championing at least one cross-cutting corporate objective.

The existing Senior Management Team, made up of all Directors and Heads of Service, will be replaced by a new Corporate Management Team which will be made up of all key managers within the new group structure. The CMT will be at least double the size and enable managers and team leaders to be more closely involved in the leadership of the whole council. This approach is common across local government and the wider public sector as it empowers managers and broadens responsibility for developing and driving forward corporate initiatives.

## 4.3 Leadership qualities

This review prioritises the opportunity to support a different leadership culture for the Council. A set of leadership qualities have been developed and included in the new generic leadership job descriptions and all leaders will be expected to display them. These qualities are based on the

requirements already captured in this document and the values work which commenced last summer. New values and behaviours are planned to be developed in 2023 and will build on the leadership qualities captured below.

- *Authentic* – A genuine and visible leader who is focused on our people, taking time to understand and ensure we develop, motivate and understand the needs of others. Acts with humility, is resilient and able to coach and inspire people to be the best they can be.
- *Outcome Driven* – prioritises delivering the very best outcomes for our customers, residents and stakeholders. Empowers others to improve customer experience, challenge processes, measuring impact and taking action to achieve better outcomes.
- *Empathetic collaborator* – Has a strong sense of purpose, acting with integrity. Builds relationships and networks, engages widely, and encourages groups to work, listen, learn, reflect, and deliver.
- *Influential* - Assertive and inspirational, with the confidence to challenge and persuade. Able to manage complex, contentious, and high-profile stakeholder engagement, displaying moral courage and empathy for different perspectives to elicit buy-in from all.
- *Ambitious* – An energetic corporate leader, who leads by example and inspires trust across teams to prioritise the strategic direction, promote innovation, is future orientated and takes ownership for decisions.
- *Courageous* – Positive and solution focused, looking at information and insights in new ways, navigates complexity and advocates new approaches. Is comfortable making difficult decisions, and to 'stretch' themselves and their teams.

#### 4.4 Support for the new Corporate Leadership Team

A Development programme will be introduced for the new Corporate Leadership Team in Spring of 2023. This will aim to support a cohesive transition to a single team with shared objectives and priorities.

To support managers in the new group structures a Leadership & Management Development Programme will be introduced.

These programmes will be commissioned externally and designed to meet our needs.

## 5. Proposed Organisation Structure

The organisational redesign process developed a five 'petal' model to illustrate how best to reorganise Council functions. This model has informed and inspired the leadership arrangements set out in these proposals. However, following extensive financial modelling it has not been possible to implement this approach in full. If all five groups, for example, were to be led by a director and an assistant director or head of service as a deputy it would simply not be affordable.



The insights generated by the five 'petal' model and design principles set out in the transformation report to the S&R Committee in July have however been used to shape the structure and relationship of services and teams that have been grouped together.

### *Design Principles*

1. *Customer driven* – our services will be prioritised to reflect the community we serve and elected member priorities
2. *Collaborative and co-operative* - makes use of the resources and potential within our partners and communities
3. *Efficient* - services offered with minimum time and cost required
4. *Commercial* – enable revenue to be optimised and unrecovered debt to be reduced
5. *Scalable* – must be capable of adjusting to reflect the size of the city and available budgets available to the council
6. *Progressive* – the design should require the council to review and measure its performance against advancements in technology and public service management
7. *Human* – the culture within the council design must respect and defend the wellbeing, health and living standards of all who work with or receive its services

## 5.1 Proposed Groups

Set out below are the five proposed groups which will form the basis of the new organisational structure. Leadership arrangements for shared services - planning, building control, legal, waste and ICT - are out of scope of this review.

Each group will be led by a Director or Assistant Director, as outlined below. However, further refinement of key group responsibilities and teams is expected once the new Corporate Leadership Team is in place.

- **Corporate Group led by a Chief Operating Officer, a Director grade, responsible for the leadership of key corporate, regulatory, and finance functions.** The Corporate Group forms the council's new corporate centre and would lead on shared services governance, transformation and organisational development, human resources, digital, emergency response, public and environmental health, digital strategy and deployment, including our relationship with 3C ICT, grants and City Events.
- **City Services Group led by a Director responsible for leading and managing the new Operational Hub,** integrating the delivery of key city services and operations for residents and on behalf of the Council, including parking, bereavement, fleet, street cleaning, city centre management, repairs and maintenance, and responsibility for managing the relationship and integrated delivery with Greater Cambridge Shared Waste.
- **Communities Group led by a Director responsible for enabling more resilient communities, particularly in places of highest need;** leading teams managing the Council's housing stock and tenancies, community centres, initiatives to reduce homelessness, improve community safety, champion equalities, support refugees and asylum seekers, promote healthy lifestyles and joining-up local provision with the Integrated Care System, Early Help, and Adults and Children's Social Care.
- **Assets & Development Group led by an Assistant Director responsible for overseeing a corporate approach to all our assets, estate and property management,** including risk assurance and compliance, health and safety, and the Council's office accommodation project; as well as taking forward strategic opportunities to develop new council and affordable homes and estate regeneration, and the management of Cambridge City Housing Company.
- **Strategy, Climate and Inclusive Economy Group led by an Assistant Chief Executive, an Assistant Director grade, responsible for the Council's democratic governance, policy and key partnerships;** leading elections, communications, the council's strategic relationships with the Cambridgeshire and Peterborough Combined Authority, Greater Cambridge Partnership, Business Improvement District, new Destination Management Organisation; and for co-ordinating cross-council environmental and climate projects, and promoting the Region of Learning.

Further detail including teams to be included in each group is set out below. Each Group has been designed to create a coherent organisation structure aligned to delivery corporate priorities and other requirements previously stated in this document. Numbers of staff in each group have been considered. A Director led group would have over 200 people and an Assistant Director led group

having around 50 people. It is anticipated that key responsibilities and groups structures will be further refined when the new leadership team are appointed and that these should continue to flex and change in future to fit changing business needs.

## 5.2 Corporate Group

Key corporate, regulatory and finance functions are currently distributed across the council. A stronger, more integrated and responsive corporate centre would reduce duplication, enable a more consistent corporate approach and better support the organisation to adapt to changing circumstances and emergencies. The consolidated Corporate Group would put the Council in a better position to provide the infrastructure to stand up cross-council teams and allow for centralised oversight of shared services arrangements and performance.

Overall operational, policy and financial responsibility for the Group to be led by a Chief Operating Officer. The following Teams would make up this group:

- Human Resources (led by a new Head of People – band 11)
- Customer Services
- Transformation Team
- Environmental & Public Health
- City Events & Cultural Services
- Grants Team

Led by a Chief Finance Officer (S151) line managed by the Chief Operating Officer:

- Accountancy
- Internal Audit
- Revenues
- Finance Support Services
- Procurement

## 5.3 City Services Group

The principal operational group encompassing street cleaning, grounds maintenance, facilities management, estate repairs and management, as well as car parking, fleet, bereavement services and the Cambridgeshire Home Improvement Agency. Bringing these teams together would enable greater management efficiency as well as the potential for a more integrated approach to delivering key city services and operations for residents. This group would lead the relationship with Greater Cambridge Shared Waste and many of the staff are likely to work from or be based out of the new Operational Hub.

Overall operational, policy and financial responsibility for the Group to be led by a City Services Director. The following Teams would make up this group:

- Operations, including City Centre Management (Streets and Open Spaces)
- Operations (Estates & Facilities)
- Parking, including responsibility for liaison on Shared CCTV
- Fleet
- Bereavement
- Cambridgeshire Home Improvement Agency (CHIA)

#### 5.4 Communities Group

The integration of teams and services that directly support residents, including those with more complex needs, is a step towards creating a single point of contact to help individuals, families and communities to access the right support at the right time from the council and wider systems of support available in Cambridge. This group would include the benefits team, while the council's revenues team would remain part of Corporate Group.

This group leads on community development, housing and homelessness, community safety, public realm improvements, healthy lifestyles, as well as engagement and volunteering opportunities with residents and businesses, including by making use of the city's environmental assets, open spaces, and community centres.

Overall operational, policy and financial responsibility and leadership by a Director for Communities. The following Teams would make up this group:

- Community Development
- Community Facilities
- Sports and Recreation
- Development (Streets and Open Spaces)

And the following Teams led by a Head of Housing & Community Safety reporting to the Director:

- City Homes
- Housing Advice
- Housing Support & Performance
- Benefits
- Community Safety

#### 5.5 Assets and Development Group

The Council's portfolio of property investments, its estate and responsibility for developing new homes and estate regeneration is currently divided across several teams. Bringing these together into a single group would enable a more consistent corporate approach to our assets, property

management and development, including responsibility for consolidating the Council's office footprint, and management of Cambridge City Housing Company.

Overall operational, policy and financial responsibility for the Group to be led by an Assistant Director for Assets and Development. The following Teams would make up this group:

- Property Services
- Asset Management
- Risk Assurance & Compliance
- Facilities Team
- Health and Safety (Emergency Planning and engagement with the Local Resilience Forum reporting to the Chief Operating Officer).

And the following Teams led by a Head of Homes and Regeneration reporting to the Assistant Director:

- Housing Strategy
- Housing Development Agency

## 5.6 Strategy, Climate and Inclusive Economy Group

This new Group builds on existing structures responsible for providing member and executive support, democratic governance and elections, and our corporate and public communications. The proposed new group would consolidate key teams and individuals that lead on our strategic relationships with the Combined Authority, Greater Cambridge Partnership, Business Improvement District, and new Destination Management Organisation that are vital to achieving corporate policy priorities on climate change and inclusive economic development, as well as co-ordinating cross-cutting environmental policy and projects.

As it is now a Cambridgeshire and Peterborough wide programme with an economic and skills focus the Region of Learning team would join this group.

Overall operational, policy and financial responsibility for the Group to be led by an Assistant Director, with the title Assistant Chief Executive. The following Teams and individuals would make up this group:

- Democratic Services
- Business & Executive Support Team
- Communications
- Strategy and Partnerships
- Urban Growth Manager
- Economic Development Manager
- Region of Learning

The Head of 3C Legal Services, also the City Council’s Monitoring Officer, would be line managed by the Assistant Director.

## 5.7 Proposed Organisation Structure Summary

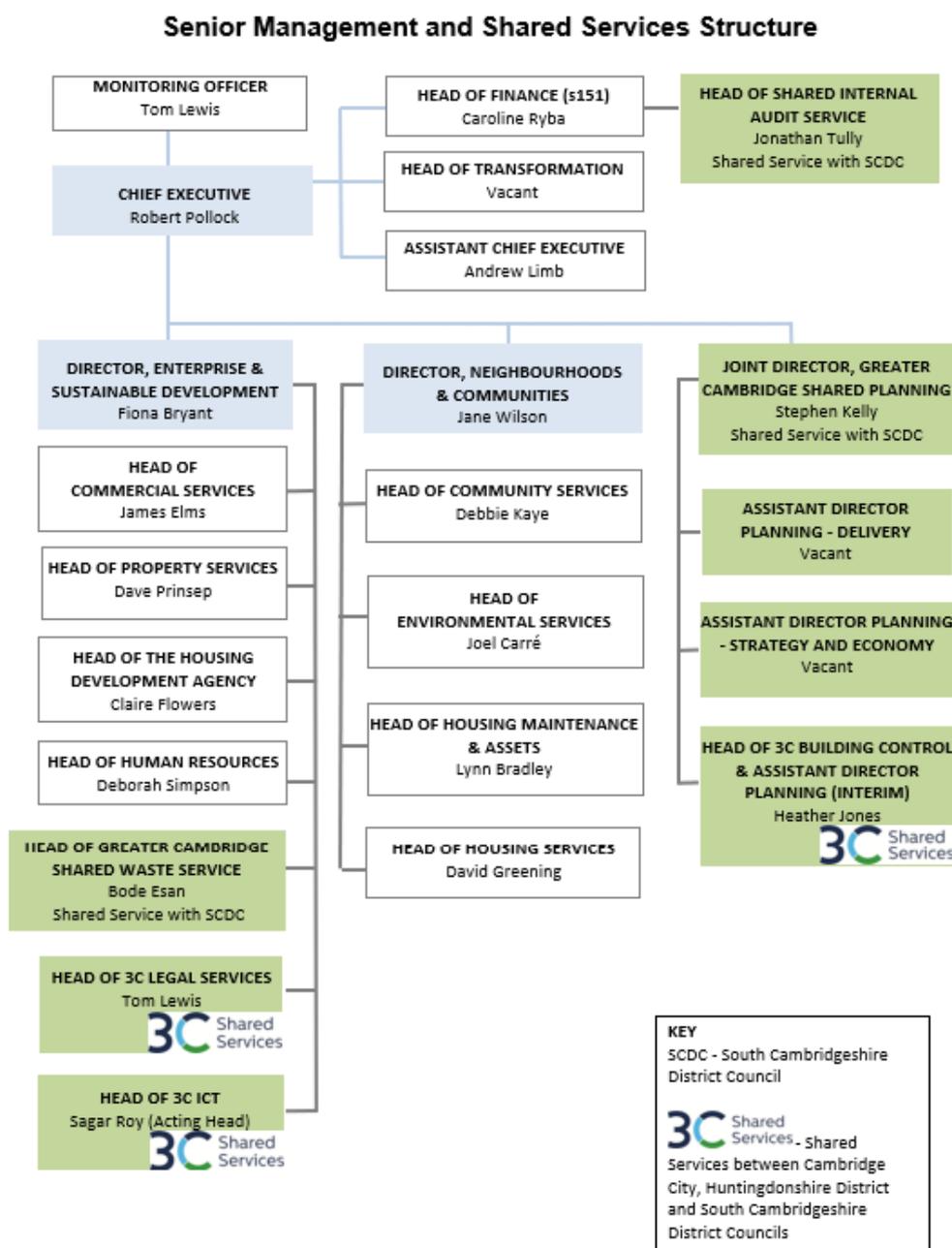
The table below summarises the proposed new structure.

Corporate Group	City Services Group	Communities Group	Assets and Development Group	Strategy, Climate & Inclusive Economy Group
<b>Chief Operating Officer</b>	<b>City Services Director</b>	<b>Communities Director</b>	<b>Assets and Development, AD</b>	<b>Assistant CEO, AD</b>
Staff: <b>217 (+ 69 contractors)</b>	Staff: <b>207</b>	Staff: <b>217</b>	Staff: <b>51</b>	Staff: <b>63</b>
Chief Finance Officer (S151)	Establish Operational Management Team	Housing and Community Safety, Head of Service	Homes & Regeneration, Head of Service	Monitoring Officer & Head of 3C Shared Legal
<p>Teams</p> <ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Customer Services</li> <li>• Transformation Team</li> <li>• Environment &amp; Public Health</li> <li>• City Events</li> <li>• Grants Team</li> </ul> <p><b>Chief Finance Officer (HoS)</b></p> <ul style="list-style-type: none"> <li>• Accountancy</li> <li>• Internal Audit</li> <li>• Revenues</li> <li>• Finance Support Services</li> <li>• Procurement</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>• Operations, inc. City Centre (SaOS)</li> <li>• Operations (Estates &amp; Facilities)</li> <li>• Parking, including CCTV</li> <li>• Fleet</li> <li>• Bereavement</li> <li>• CHIA</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>• Community Development</li> <li>• Community Facilities</li> <li>• Sports and Recreation</li> <li>• Development (SaOS)</li> </ul> <p><b>Housing &amp; Community Safety (HoS)</b></p> <ul style="list-style-type: none"> <li>• City Homes</li> <li>• Housing Advice</li> <li>• Housing Support &amp; Performance</li> <li>• Benefits</li> <li>• Community Safety</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>• Property Services</li> <li>• Asset Management</li> <li>• Risk Assurance &amp; Compliance</li> <li>• Facilities Team</li> <li>• Health and Safety <i>(Emergency Planning/LRF reports to COO)</i></li> </ul> <p><b>Homes and Regeneration (HoS)</b></p> <ul style="list-style-type: none"> <li>• Housing Strategy</li> <li>• Housing Development Agency</li> </ul>	<p>Teams</p> <ul style="list-style-type: none"> <li>• Democratic Services</li> <li>• Business &amp; Executive Support</li> <li>• Communications</li> <li>• Strategy and Partnerships</li> <li>• Urban Growth Manager</li> <li>• Economic Development Manager</li> <li>• Region of Learning</li> </ul> <p><b>3C Shared Legal (HoS) out of scope</b></p>

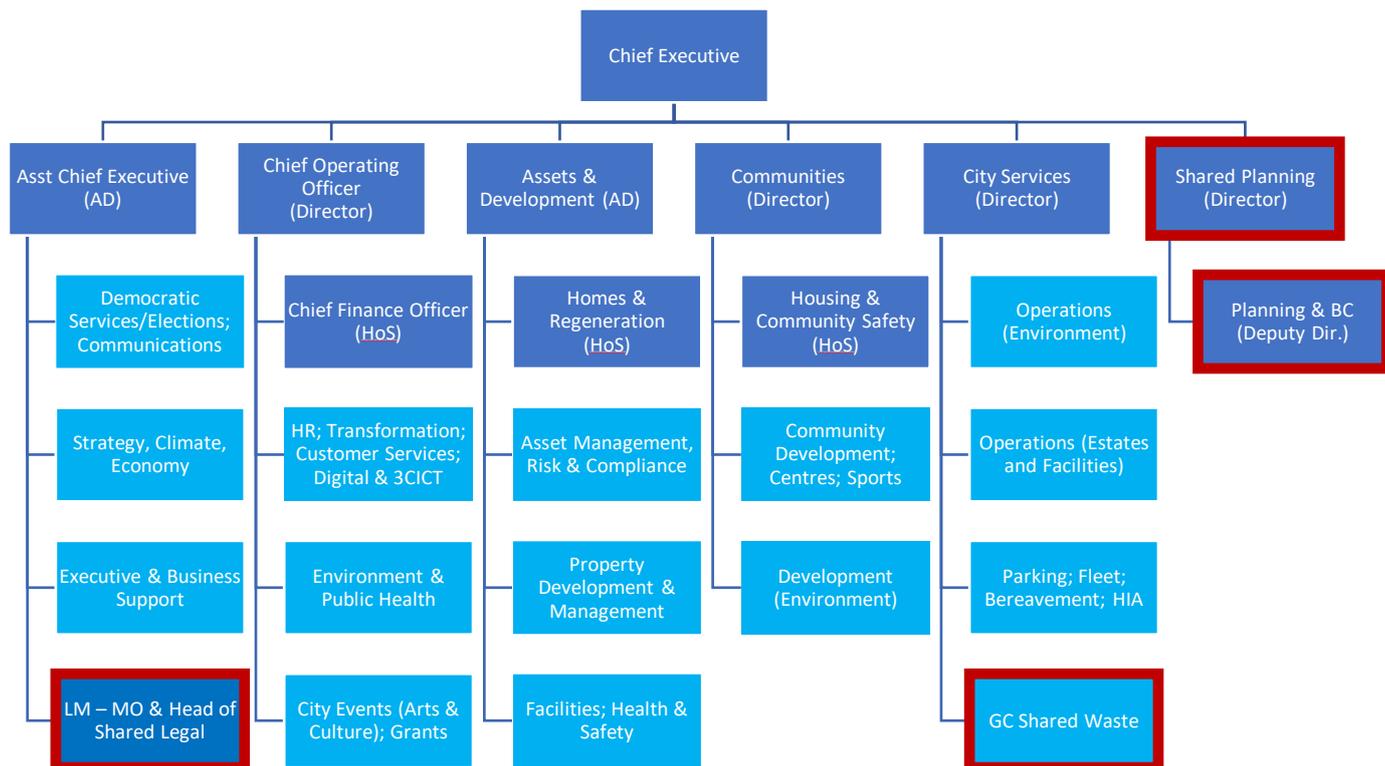
## 6. Proposed Leadership Structure

The table below illustrates the current posts within the Leadership and Senior Management Teams, followed by the proposed new corporate leadership structure, changes to existing posts and arrangements for selection to new roles, excluding the Chief Executive.

### 6.1 Current structure



## 6.2 Proposed leadership structure – *simplified view*



\*Red highlighted roles or teams are out of scope.

## 6.3 Proposed Changes to Current Posts

The proposed changes to current posts provide opportunities for all colleagues at risk and development for the limited number of slotted in roles and as far as possible consistency in current management to mitigate delivery risks. As previously outlined in 4.3, supporting new leadership qualities and collaborative culture are critical to successfully achieve the necessary transformation and will therefore form a key part of the selection process, outlined further in section 6.4.

Based on their duration in the role of interim Director of Neighbourhoods and Communities and the proposed deletion of that post the incumbent is being included in the ring fence for proposed new roles. As a result, arrangements for those individuals currently backfilling posts will subsequently be reviewed by the relevant new Group Director.

The following table shows the current posts and the impact for the postholders.

Current Post	FTE	Grade	Proposed Action	Impact on Postholder
Director of Enterprise and Sustainable Development	1.0	DIR	Post deleted	At Risk and Ring Fence for new roles
Director of Communities and Neighbourhoods	1.0	DIR	Post deleted	At Risk and Ring Fence for new roles
Assistant Chief Executive	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Community Services	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Housing Services	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Environmental Services	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Housing Maintenance & Assets	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Human Resources	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Commercial Services	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Property Services	1.0	HOS	Post deleted	At Risk and Ring Fence for new roles
Head of Housing Development Agency	1.0	HOS	Change of reporting line to AD Assets & Development, change of title to Head of Homes & Regeneration	Slotting In.
Head of Finance	1.0	HOS	Change of line management to Chief Operating Officer, title to Chief Finance Officer	Slotting in.
Head of Transformation	1.0	HOS	Post deleted	Vacant post
Head of Legal Services	1.0	HOS	Post out of scope of the review. Change proposed in reporting line.	None
Head of Building Control	1.0	HOS	Post out of scope of the review. In scope Shared Planning restructure.	None
Total	15.0			

## 6.4 Selection to the new posts

The table below shows proposed new posts, titles and arrangements for selection.

All ringfenced roles will be open to all post holders who are at risk and ringfenced for the new roles. Everyone directly impacted by this review will be offered development support. A full selection (assessment) process will be completed for all new roles.

Director roles will be appointed to by the Employment (Senior Officer) Committee comprised of Councillors and advised by the Chief Executive and an Independent HR Advisor.

Assistant Director and Head of Service roles will be appointed by the Chief Executive, advised by an Independent HR Advisor.

For posts where there are proposed slotting in arrangements the postholders will undertake a 'fit for role' development process. The purpose of these discussions/interviews will be to talk through the employee's fit for role, agree development areas and what support will be provided to meet new leadership behaviours.

New Post	FTE	Grade	Ring Fenced	Assessment/Interview
Communities Director	1.0	DIR	Yes	Assessment & ESOC
City Services Director	1.0	DIR	Yes	Assessment & ESOC
Chief Operating Officer	1.0	DIR	Yes	Assessment & ESOC
Assets & Development Assistant Director	1.0	AD	Yes	Assessment & CEX
Assistant CEO (Assistant Director Strategy, Environment & Economy)	1.0	AD	Yes	Assessment & CEX
Head of Housing & Community Safety	1.0	HOS	Yes	Assessment & CEX
Head of Homes & Regeneration	1.0	HOS	Slotting in	'Fit for Role' Development
Chief Finance Officer	1.0	HOS	Slotting in	'Fit for Role' Development
<b>Total</b>	<b>8.0</b>			
Head of People (2-year Fixed Term)	1.0	Band 11	Yes	Assessment & CEX

## 7. Proposed Leadership Tiers and Roles

There are three main types of role in the new leadership structure: Director, Assistant Director and Head of Service. Sections 5 and 6, outline the responsibilities and reporting lines of each leadership role, and sections 4.2 and 4.3 outline the future requirements and qualities for the leadership team.

In summary, our future leadership team should:

- share collective responsibility with the Chief Executive, Leader and Executive Councillors to set a clear vision, ensuring all teams are aligned to deliver this,
- ensure better outcomes for the customer and community, placed at the centre of everything the Council does,
- take ownership and be accountable for driving the performance of our teams,
- act as one, discussing and sharing thinking with each other, enabling consistent messaging, prioritisation, and confidence across all teams,
- take an entrepreneurial approach, focusing on delivering value for money to ensure cost effective delivery,
- have a transformative effect on ways of operating, challenging, using insight and data, and supporting others to do the same,
- make a difference, providing strong leadership, direction, and guidance, ensuring this is followed by all,
- be an authentic leader, coaching, inspiring and role modelling Cambridge City Council's values, and culture, to enable a climate of trust and mutual respect,
- work with partners and support others to work collaboratively internally and externally to help shape, explore new opportunities and deliver for the communities of Cambridge
- create and develop high performing teams who learn, integrate, and create opportunities to delivery outcomes with others,
- provide teams and staff with clear expectations to deliver their best work, encouraging different working styles and thinking, whilst remaining consistent with our values and behaviours,
- embrace digital, hybrid and outcome focussed working opportunities, coaching others to do the same, and
- make sure all corporate priorities and statutory responsibilities, the constitution, and Council policies are followed by all staff.

All leadership roles will be required to fulfil the criteria above and the leadership qualities captured in 4.3, however it is recognised that there are different expectations of the three roles: Director, Assistant Director and Head of Service.

For ease of understanding and to ensure equity the roles and responsibilities have been categorised below as follows: Tier 2 = Director; Tier 3A = Assistant Director; Tier 3B = Head of Service.

The different leadership and managerial expectations at each Tier.

All responsible	Tier 2 responsibilities	Tier 3A responsibilities	Tier 3B responsibilities
Support Chief Executive to discharge their duties	Line Managed by Chief Executive	Line Managed by Chief Executive	Line managed by Director or Assistant Director (Tier 2 or 3A)
Lead, coach & inspire collaborative working across all services	Deputises for the Chief Executive	Deputises for Chief Executive on relevant area / specifics	Support Director or Assistant Director (Tier 2 and 3A) to discharge their duties, deputising for some Directorates.
Collective responsibility for ensuring agreed outcomes for residents and city by working across the council and with partners and community	Line Manager for Head of Service	Line Manager for Head of Service and relevant operational / specific expertise functions	Line Manager for relevant operational / specific expertise functions
Member liaison and engagement, considering political interest and requirements	Member of Leadership Team	Member of Leadership Team	Invited e.g., CFO
Work collaboratively, aligning delivery and ensuring value for money	Responsible for strategy, delivery, operational management and budget of strategic clusters of council business	Responsible for strategy, delivery, operational management and budget of more than two clusters of council business	Responsible for strategy, delivery, operational management and budget of one or two clusters of council business
Agree, maintain and promote strong governance	Develop, influence and deliver corporate objectives and accountable for cross cutting work and driving corporate performance	Develop, influence and deliver corporate objectives and accountable for cross cutting work and driving corporate performance	Support Director or Assistant Director (Tiers 2 / 3A) to develop and deliver corporate objectives, cross cutting work and corporate performance
Transformative effect on ways of operating & driver of digital opportunities	Provides and delivers a clear vision and leadership for the whole Council	Provides and delivers a clear vision and leadership for strategic clusters	Provides and delivers a clear vision and leadership for clusters of council business
Advise leadership colleagues, and Members on areas of responsibility		Provides detailed guidance and knowledge on area of expertise (may require qualification)	Provides detailed guidance and knowledge on area of expertise (may require qualification)
External ambassador for the Council			
Emergency duty rota			

Generic role profiles for each tier have been produced and can be found in Appendix A and B respectively.

Tier 3A and 3B form the roles which are included in the linked pay grade detailed in section 8

## 8. Pay and Grading Structure

The current pay and grading structure includes a Head of Service grade and a Director grade. Under the proposed new structure, a new role of Assistant Director has been introduced.

The pay and grading for these posts will be in the form of a linked grade at Head of Service level, to be called Head of Service/Assistant Director. The points and pay range of the Head of Service (HoS) grade will be extended and the Chief Executive will have the authority to designate which posts will be called, and paid as, an Assistant Director.

It is intended that the additional spinal column points for the Assistant Director role will start where the current head of service pay points end and finish before the Director pay grade starts. The pay rates for Head of Service and Director, uplifted to show the new pay award are £73,931 - £81,251 (HoS) and £94,684 - £105,670 (Director). This would indicate a range of around £84,000 to £93,000 for the Assistant Director.

Proposals on the new pay and grading structure for posts within the scope of this review will be taken to Civic Affairs and Council as part of the annual review of the Pay Policy Statement. A commitment to review the Senior Management pay structure was included in the 2022 Pay Policy Statement.

The exact pay range for the Assistant Director and other roles will be confirmed following Council in March 2023.

## 9. Financial Implications/Potential Savings

The proposed net savings from the introduction of a smaller Corporate Leadership Team to replace the current two-tier Leadership Team and Senior Management Team are estimated as £0.32m net per annum. Over a five-year period, this would equate to £1.7m.

2023/24	2024/25	2025/26	2026/27	2027/28	Total MTFS
£0.32m	£0.33m	£0.34m	£0.35m	£0.36m	£1.7m

Up to £40,000 of gross savings has been set aside to enable group restructures and new management opportunities for talented staff, including up to £15,000 for the City Services Group.

Based on the most expensive scenario for severance there is payback period of around 2.1 years.

There will be a tailored development programme during 2023 to support all new leaders & senior managers to succeed through transition, which is already allocated in transformation budget.

In summary, under these proposals the total cost of the Council's new Corporate Leadership, including leaders of shared services, would total just over 11 FTE at a cost around £1.47m. This is comparable with similar councils, which have been reviewed as part of the development of these proposals.

## 10. Proposed Timetable

The table below shows the proposed timetable for key activities, consultation, committee meetings, selection process, prior to the anticipated implementation of new arrangements in May 2023.

Event	Timescale / Proposed Date
Start of Formal Consultation period	10 <sup>th</sup> November 2022
1:1 discussion with those impacted	In consultation period
End of Formal Consultation period	10 <sup>th</sup> December 2022
Review of consultation feedback	12 <sup>th</sup> December – 6 <sup>th</sup> January 2023
Report to Strategy & Resources Committee - Scrutiny of structure (post consultation) by Strategy & Resources Committee	30 <sup>th</sup> January 2023
Update to all impacted staff following S&R committee	31 <sup>st</sup> January 2023
Draft Pay Policy for Feb Civic Affairs and March Council – pay and grading structure	8 <sup>th</sup> Feb 2023 Civic Affairs & 2 <sup>nd</sup> March 2023 Council
Consideration of severance costs by Employment Senior Officer Committee	Feb 2023 (Date TBA)
Council Meeting – Decisions and approval of recommended structure and changes	2 <sup>nd</sup> March 2023
Confirmation of structure to those impacted and next steps	6 <sup>th</sup> March 2023
Individual discussions with all impacted staff at 1:1's:	From 6 <sup>th</sup> March 2023
Invitation to be considered for Director roles	From 6 <sup>th</sup> March 2023
Written application deadline for Director roles	16 <sup>th</sup> March 2023
Shortlist for Director roles	17 <sup>th</sup> March 2023
Selection day for Director roles	27 <sup>th</sup> March 2023
ESOC interviews for Director posts	April 2023
CEX (and newly appointed Directors) interview for Assistant Director and Head of Service roles	April 2023
Fit for role discussions for “slot” roles and development plans for all Leadership team agreed	April 2023
Individual discussions for all impacted to confirm appointment / next steps	April 2023
External selection for roles not filled commences	April 2023
Transition plan finalised and implemented (includes constitutional, system, budget changes etc)	April 2023
New structure implemented	May 2023

## **11. Equalities Impact Assessment**

An EQIA has been undertaken for the posts directly impacted by these proposals and is available on request from [Deborah.Simpson@cambridge.gov.uk](mailto:Deborah.Simpson@cambridge.gov.uk). This will be updated at the end of the consultation period and presented to the Strategy and Resources Scrutiny Committee on 30<sup>th</sup> January 2023. The EQIA has identified an older age profile and a lower ethnic minority workforce profile than the wider council workforce. Representation of women is higher than the wider council workforce profile and is broadly comparable for staff who have declared a disability.

## **12. Implementing the new structure**

At the end of the consultation period, all consultation responses will be considered, and the results presented in a final implementation paper. This will confirm the new staffing structures, the selection process for all posts, costs and savings. Once approved, all affected employees will be issued with letters confirming their individual position.

Once confirmed implementing the new structure will require a detailed transition plan, which will be developed and implemented as the review and restructure progresses. The transition plans will consider all areas, such as changes to our constitution as outlined below, our internal systems, including cost centres, line and performance management arrangements.

### **12.1 Review of Delegations and the Constitution**

If the proposed changes to posts and the organisation structure set out in this report are agreed at Council in March 2023 it will be necessary to amend the Council's Constitution and delegations to officers.

It is proposed that the Chief Executive and Monitoring Officer (Head of Legal Services) be given delegated authority to make such changes, in consultation with the Leader of the Council and Executive Councillor for Finance, Transformation and Resources.

This recommendation will be included in the report to Council in March 2023.

### **12.2 Supporting those impacted by the review**

The overarching priority throughout this review is to ensure that our current leadership and senior management teams feel supported throughout and trust the integrity of the process. In addition to the principles set out earlier in this document, impacted staff will also be offered:

- every opportunity to engage with and understand the review.
- a 1:1 meeting with the Chief Executive for each person in scope of the review, including the two Shared Service posts.
- confidential discussions with an independent external HR expert, to ensure a full understanding of every person's career and future aspirations, and additional support requirements, and
- engagement with relevant trade unions, Unison and GMB.

Throughout the consultation and there-after, there will be opportunities to discuss the proposed changes. Appropriate interventions will be provided to support people through the transition and development into new roles.

Organisational change can be a stressful time and any staff member may request confidential counselling through PAM Assist (0800 882 4102).

Staff may wish to talk to trade union reps individually or collectively. Trade Union representatives have been briefed, provided with a copy of this paper and invited to respond to the consultation paper.

A copy of the organisational change policy is available on the intranet – [here](#).

### **13. Next steps**

If your role forms part of the formal consultation stated in this document and you have any queries about this consultation document, please raise them directly with Robert Pollock, Chief Executive, or Deborah Simpson, Head of HR.

Individuals directly affected by these proposals should submit their formal feedback by e-mail before the consultation closes at noon on 10 December 2022 - [SMRfeedback@cambridge.gov.uk](mailto:SMRfeedback@cambridge.gov.uk)

If you are not part of the formal consultation but have views to improve these proposals, please get in touch by via the same email by the deadline.

***November 2022***

# Appendix A – Tier 2 – Director and Chief Operating Officer Role Profile

## Job Role & Key Accountabilities

- To be accountable for driving the performance of a cluster of Council services; leading, coaching, and inspiring a collaborative culture which delivers successful, coherent and sustainable cost-effective services.
- To work collaboratively with the leadership team and elected Members to provide a clear Council vision, develop and deliver the Council's budget, explore new opportunities, define and deliver policies and plans, and align services to ensure these are achieved.
- To have a transformative effect on ways of operating, fostering and promoting an organisational culture where employees are engaged, feel valued, empowered to challenge and have the autonomy to work in a flexible way, be creative and take managed risks.
- To create and develop high performing teams who learn, develop, influence and deliver corporate objectives and exploit opportunities for joined up working
- To deliver agreed outcomes for residents and the city by working across the council, partners and community.
- To promote strong governance, whilst providing effective support, insight, clear and accurate advice, creative thinking, and appropriate challenge.

### **Specific responsibilities:**

- Member of the Leadership Team who deputises for the Chief Executive.
- Line manages Tier 3 and 4 (as per agreed structure).
- Strategy, delivery, operational management and budget of strategic clusters of council business.
- Develop, influence and deliver corporate objectives.
- Accountable for cross cutting work and driving corporate performance.

## Experience and skills

- *Leadership experience* – A leader at Executive or Board level, successfully leading a multi-skilled and/or multi-functional team in a complex and agile organisation.
- *Transformation delivery* - An ability to manage complex programmes and projects, resources, budgets and stakeholders to improve policy, service outcomes and deliver value for money.
- *Organisational awareness* – Able to understand and balance the national financial landscape, public policy, public sector challenges, best practice, governance and delivery of services.
- *Political acumen* - Proven track record of working within a complex political environment, considering political interest and requirements, and able to liaise, advise, engage, guide, gain buy-in and support councillors.
- *Partnership working* - Extensive experience of working with a wider range of partners to build trust and leverage maximum value from given resources and opportunities.
- *Culture change* – An influential and motivational communicator, who engages with a diverse group of stakeholders to find creative solutions, challenge the norm and deliver successful change.
- *Governance* – Able to operate in complex governance structures, meeting specific budget, professional and legal standards, whilst upholding all Council and statutory responsibilities.
- *Digital driver* – A leader who is focussed on digital opportunities, utilising technological best practice, insight, appropriate data and customer needs to support future solutions.
- *External Ambassador* – An expert communicator who can engage widely and promote Cambridge City within a national forum.

## Leadership Qualities

- *Authentic* – A genuine and visible leader who is focused on our people, taking time to understand and ensure we develop, motivate and understand the needs of others. Acts with humility, is resilient and able to coach and inspire people to be the best they can be.
- *Outcome Driven* – prioritises delivering the very best outcomes for our customers, residents and stakeholders. Empowers others to improve customer experience, challenge processes, measuring impact and taking action to achieve better outcomes.
- *Empathetic collaborator* – Has a strong sense of purpose, acting with integrity. Builds relationships and networks, engages widely, and encourages groups to work, listen, learn, reflect, and deliver.
- *Influential* - Assertive and inspirational, with the confidence to challenge and persuade. Able to manage complex, contentious, and high-profile stakeholder engagement, displaying moral courage and empathy for different perspectives to elicit buy-in from all.
- *Ambitious* – An energetic corporate leader, who leads by example and inspires trust across teams to prioritise the strategic direction, promote innovation, is future orientated and takes ownership for decisions.
- *Courageous* – Positive and solution focused, looking at information and insights in new ways, navigates complexity and advocates new approaches. Is comfortable making difficult decisions, and to 'stretch' themselves and their teams.

## Other features of the post:

- This position has been identified as a politically restricted post under the Local Government and Housing Act 1989.
- Working in a flexible way (location, hours and activities) to meet the needs of the role, this includes attendance at evening committee meetings.
- Participating in Emergency Planning, weekend duty cover and response activities as required.
- To deliver any other duties as reasonably required by the role.

## Appendix B – Tier 3 Assistant Director and Head of Service Role Profile

### Job Role & Key Accountabilities

- To be accountable for delivering clusters of Council services; leading, coaching, and inspiring a collaborative culture which delivers successful, coherent and sustainable cost-effective services.
- To work collaboratively with wider leadership team and elected Members to develop and communicate a clear vision, develop and deliver the Council's budget, explore new opportunities, define and deliver policies and plans, and align services to ensure these are achieved.
- To lead by example, transforming ways of operating, whilst fostering and promoting organisational values, behaviours and culture,
- To create and develop high performing teams where employees are engaged, valued, developed, empowered to challenge, and have the autonomy to work in a flexible way.
- To deliver agreed outcomes for residents and the city by working across the council, partners and community.
- To provide strong governance, whilst ensuring effective support, insight, clear and accurate advice, creative thinking, and appropriate challenge for colleagues and the services you manage.
- To deputise as agreed, being accountable for the management and delivery of all functions in the Directorate as delegated/devolved by the Director/Chief Operating Officer.

#### **Specific responsibilities:**

It is recognised that the responsibilities of tier 3 leaders vary to meet the demands of a specific role, cluster of Council services and priorities within the corporate plan. The table below captures examples of the expected responsibilities and how these are differentiated within tier 3.

<b>Tier 3A specific responsibilities (Assistant Director)</b>	<b>Tier 3B specific responsibilities (Head of Service)</b>
Line Managed by Chief Executive	Line managed by Director or Assistant Director (Tier 2 or 3A)
Deputises for Chief Executive on relevant area / specifics	Support Director or Assistant Director (Tier 2 and 3A) to discharge their duties, deputising for some Directorates.
Member of Leadership Team	Invited to attend Leadership Team
Responsible for strategy, delivery, operational management and budget of more than two clusters of council business	Responsible for strategy, delivery, operational management and budget of one or two clusters of council business
Develop, influence and deliver corporate objectives and accountable for cross cutting work and driving corporate performance	Support Director or Assistant Director (Tiers 2 / 3A) to develop and deliver corporate objectives, cross cutting work and corporate performance
Provides and delivers a clear vision and leadership for strategic clusters	Provides and delivers a clear vision and leadership for clusters of council business
Provides detailed guidance and knowledge on area of expertise (may require qualification)	
Line Manager for relevant operational / specific expertise functions	

## Experience and skills

- *Leadership experience* – Experience of leading diverse workforces within a multi-skilled and/or multi-functional service covering one or more of the major disciplines in a complex organisation.
- *Organisational awareness* – Able to understand and balance public policy, national and public sector challenges, best practice, governance and delivery of services.
- *Political acumen* - Proven track record of working within a political environment, being able to work within specified governance arrangements to advise, engage, gain buy-in and support councillors.
- *Service delivery* - An understanding of relevant legislation, regulations and standards, and the ability to manage complex programmes and projects, resources, budgets and stakeholders to improve policy and service outcomes.
- *Partnership working* - Extensive experience of working with a wider range of partners and stakeholders to build trust and leverage maximum value.
- *Culture change* – A motivational communicator, who engages widely to find creative solutions, challenge the norm and deliver successful change.
- *Digital driver* – Focussed on digital opportunities, utilising technological best practice, insight, appropriate data and customer needs to deliver future solutions.
- *External Ambassador* – An expert communicator who can engage and promote Cambridge City within a national forum.

## Qualities

- *Authentic* – A genuine and visible leader who is focused on our people, taking time to understand and ensure we develop, motivate and understand the needs of others. Acts with humility, is resilient and able to coach and inspire people to be the best they can be.
- *Outcome Driven* – prioritises delivering the very best outcomes for our customers, residents and stakeholders. Empowers others to improve customer experience, challenge processes, measuring impact and taking action to achieve better outcomes.
- *Empathetic collaborator* – Has a strong sense of purpose, acting with integrity. Builds relationships and networks, engages widely, and encourages groups to work, listen, learn, reflect, and deliver.
- *Influential* - Assertive and inspirational, with the confidence to challenge and persuade. Able to manage complex, contentious, and high-profile stakeholder engagement, displaying moral courage and empathy for different perspectives to elicit buy-in from all.
- *Ambitious* – An energetic corporate leader, who leads by example and inspires trust across teams to prioritise the strategic direction, promote innovation, is future orientated and takes ownership for decisions.
- *Courageous* – Positive and solution focused, looking at information and insights in new ways, navigates complexity and advocates new approaches. Is comfortable making difficult decisions, and to 'stretch' themselves and their teams.

## Other features of the post:

- This position has been identified as a politically restricted post under the Local Government and Housing Act 1989.
- Working in a flexible way (location, hours and activities) to meet the needs of the role, this includes attendance at evening committee meetings.
- Participating in Emergency Planning, weekend duty cover and response activities as required.
- To deliver any other duties as reasonably required by the role.