



<b>Decision Maker:</b>	Leader of the Council
<b>Date:</b>	3 July 2019
<b>Classification:</b>	General Release
<b>Title:</b>	Policy, Performance & Communications re-organisation
<b>Wards Affected:</b>	All wards
<b>Key Decision:</b>	Yes; included in Forward Plan of Key Decisions
<b>Financial Summary:</b>	The financial modelling was undertaken post consultation to appraise the final workforce structure. The overall annual workforce cost is £8.320m which is in line with the approved annual pay budget for PPC.
<b>Report of:</b>	Julia Corkey, Executive Director of Policy, Performance & Communications

## **1. Executive Summary**

The purpose of this report is to review and summarise the consultation undertaken to re-organise the functions across the Policy, Performance & Communications (PPC) directorate.

This report seeks a key decision from the Leader on organisational changes relating to PPC.

## **2. Recommendations**

- 1) That the Leader approve the implementation of the proposed structure at Appendix 2.

### **3. Reasons for Decision**

To provide the Leader, Cabinet, Chief Executive and Executive Leadership Team with the resource and capability needed to drive the delivery of the council's priorities, the new organisation of PPC will drive efficiency and pace through:

- Providing a single source of information for all corporate change projects within the Council, creating corporate visibility of projects and the associated benefits through robust and transparent monitoring and reporting practices.
- Enhancing the support provided to Cabinet Members and Executive Directors to ensure all activity within their portfolio delivers to the council's City for All priorities.
- Ensuring all communications activity makes a strategic contribution towards achieving our City for All goals.
- Putting insight and evaluation at the heart of what we do, making sure our policies and communications are evidence based and impactful.

The new organisation will:

- Drive a culture of organisational efficiency and delivery.
- Build our capabilities around insight and intelligence, making sure evidence drives communications and decision making.

### **4. Background, including Policy Context**

Westminster has an ambitious strategy to create a City for All where people are born into a supportive and safe environment, grow and learn throughout their lives, build fantastic careers in world-leading industries, have access to high quality, affordable homes and retire into the community with dignity and pride.

To drive the delivery of this strategy we need intelligent insight, a tight grip of organisational change, sector leading policy and best in class digital and behaviour change communications.

The objectives will be realised through having the right mix of skills and capabilities embedded within the workforce, with greater emphasis on organisational efficiency and delivery. To achieve this ambition, there is a compelling need to reorganise the current services, improve ways of working and further embed new organisational values and behaviours.

## 5. Financial Implications

The financial modelling was undertaken post consultation to appraise the final workforce structure. The overall annual workforce cost is £8.320m which is in line with the approved annual pay budget for PPC. Please note, that this is net of gross pay cost less funding from internal directorates or external bodies.

The table below provides a breakdown of the workforce cost by services.

<b>Services</b>	<b>Gross pay costs</b>	<b>Income from directorates or external bodies</b>	<b>Net pay costs</b>
	£m	£m	£m
Cabinet Secretariat and Member Services	1.113	-	1.113
Campaigns, Research & Insight	1.904	(0.572)	1.332
Customer Engagement	0.430	(0.080)	0.350
City Promotions, Events and Filming	0.703	(0.047)	0.656
Strategy & Intelligence	0.920	(0.063)	0.857
Media – News and Digital	0.916	(0.095)	0.821
Policy and Projects	3.243	(1.162)	2.081
PPC Operations	0.688	-	0.688
Cross River Partnership	0.707	(0.707)	-
Lord Mayor's Office	0.422		0.422
<b>Total</b>	<b>11.046</b>	<b>(2.726)</b>	<b>8.320</b>

The key assumptions made to formulate the financial position are the following:

- All vacant posts are assumed to be recruited at step 2. Therefore, the actual step may change the financial implications reported in this paper. However, any adverse impact will be mitigated by applying a vacancy factor.

Subsequent to the approval of this report, pay budget transfers will be done within the financial system to align budgets to the approved workforce structure.

There are be no compulsory redundancy costs that the directorate will incur as a result of this restructure.

## **6. Legal Implications**

In implementing the restructure and any consequential redundancies arising, the Council will pay due regard to and ensure full compliance with the relevant and applicable employment legislation in accordance with the Equality Act 2010, the Employment Rights Act 1996 and the Trade Union and Labour Relations (Consolidation) Act 1992.

An Equality Impact Assessment has been completed and shown in Appendix 4.

## **7. Consultation**

The consultation commenced with an all-staff meeting with the Executive Director of PPC, the PPC Senior Leadership Team (SLT), HR and unions on 17 April 2019, offering staff 30 calendar days to review and offer feedback on the proposed organisation changes. Staff and trade unions were briefed on the proposals, which were issued to all affected staff. Staff were invited to comment and feedback on the detailed proposals and responses to general questions were updated and made available to all staff through the Frequently Asked Questions (FAQ) published on the programme's staff site (Appendix 3).

Throughout the consultation period, staff were offered opportunities to feedback through team meetings, meetings with the Executive Director of PPC, their line managers and HR. A dedicated mailbox was also available for staff to feedback.

The consultation received a range of feedback from staff falling into one of two categories. Feedback received from staff which was of a personal nature was responded to from the appropriate SLT member directly. Responses have been documented and are confidential. Other feedback not of a personal nature were shared with all staff via the dedicate SharePoint site.

During the engagement process PPC staff fed back on the proposal and the following changes have been included as a part of the final proposal:

- Job descriptions for several posts
- Post title changes
- Insertion of new posts: Head of Delivery Project Unit, Head of City Planning Policy, Policy Officer, Digital Comms Officer
- Deletion of posts: Senior Project Manager, City Plan Team Leader

The changes were made available for a further staff consultation for 5 days from 3 June 2019. No further feedback affecting the structure was received.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact: Julia Corkey, Executive Director of Policy, Performance & Communications.**

## **BACKGROUND PAPERS**

Appendix 1 – Other Implications

Appendix 2 – Proposed structure chart with position numbers for existing posts

Appendix 3 – All-staff Q&A response

Appendix 4 – Equality Impact Assessment

For completion by the **Leader of the Council**

Declaration of Interest

I have <no interest to declare / to declare an interest> in respect of this report

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

NAME: \_\_\_\_\_

State nature of interest if any

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.....  
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(N.B: If you have an interest you should seek advice as to whether it is appropriate to make a decision in relation to this matter)

For the reasons set out above, I agree the recommendation(s) in the report entitled ... Policy, Performance & Communications re-organisation .....and reject any alternative options which are referred to but not recommended.

Signed .....

**Leader of the Council**

Date .....

If you have any additional comment which you would want actioned in connection with your decision you should discuss this with the report author and then set out your comment below before the report and this pro-forma is returned to the Secretariat for processing.

Additional comment:

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If you do not wish to approve the recommendations, or wish to make an alternative decision, it is important that you consult the report author, the Head of Legal and Democratic Services, Strategic Director Finance and Performance and, if there are resources implications, the Strategic Director of Resources (or their representatives) so that (1) you can be made aware of any further relevant

considerations that you should take into account before making the decision and (2) your reasons for the decision can be properly identified and recorded, as required by law.

Note to Cabinet Member: Your decision will now be published and copied to the Members of the relevant Policy & Scrutiny Committee. If the decision falls within the criteria for call-in, it will not be implemented until five working days have elapsed from publication to allow the Policy and Scrutiny Committee to decide whether it wishes to call the matter in.

## **Appendix 1**

### **Other Implications**

1. Resources Implications – none
2. Business Plan Implications - none
3. Risk Management Implications - none
4. Health and Wellbeing Impact Assessment including Health and Safety Implications - none
5. Crime and Disorder Implications - none
6. Impact on the Environment -none
7. Equalities Implications - none
8. Staffing Implications – in report
9. Human Rights Implications – none
10. Energy Measure Implications - none
11. Communications Implications - none