

‘BEING THE CHANGE’

- Developing our Organisation, Services and a Senior Management Team to Meet the Challenges Ahead**

**Report by:
Richard Partington, Managing Director**

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change”



1. Introduction

“Telford & Wrekin faces its biggest ever challenge. Major budget reductions, increased service demand, and a changing political climate nationally are combining to test us as never before. Responding to these challenges through ‘old’ approaches will not work and is destined to leave the people we serve dissatisfied and short-changed and the Council facing even greater difficulties”.

I wrote these words in 2009. They are the opening paragraph of a document called ‘One Council, One Team, One Vision’. These words remain just as true today!

There can be no doubt that we have been successful in changing our organisation, re-designing and changing many aspects of how we deliver and commission services, and radically shifting our focus to generate additional income to help fund services. Over the past 6 years, we have made savings of some £80m. And we have been very successful in minimising the impact on frontline services. To the outside world, it will look like doing this has been relatively easy and pain-free. I know and we know that it hasn’t. It has taken a lot of hard work, a lot of creativity, a lot of goodwill and commitment and, at times for all of us, uncertainty and anxiety. But, overall, we have coped with the unprecedented scale of Government funding cuts better than most councils. Despite having to make all of these savings, we have still found ways and continue to make a positive difference in our community:

- We have helped reduce youth unemployment by over 50%
- We have secured major new inward investment in the Borough, including the MOD’s national logistics hub
- We have built impressive new secondary schools around the Borough
- We have upgraded and enhanced leisure facilities, including refurbishing the Ice Rink
- We have delivered the Pride Programme – over £1m for local community projects, as well as major investment to improve our roads and pavements and the physical infrastructure in towns, local centres and residential areas
- And, of course, we have delivered phase 1 of Southwater.

However, the challenge that lies ahead of us now is as great, if not greater, than that which we have faced previously. From what has already been said by the Government and announced recently by the Chancellor of the Exchequer, we believe that we will see reductions to our revenue budget of around £10-11m a year for the next 3-4 years. In my ‘The Bigger Picture’ briefing sessions for staff earlier this year, I talked about what we had achieved and delivered, where we are now as an organisation, and the strategy to take us forward.

Some people have asked me things like when will all this change stop, when will the organisation ‘settle down’. I have to tell you that for local government there is no ‘calm water’ just over the horizon. The challenge we face is to navigate and manage our way through continuous ‘choppy water’.

This document outlines the way that we will look to change and transform the organisation, our services and the way we work day in day out to try to meet the issues and challenges that lie ahead. It also sets out the changes that I will be making to the Senior Management Team to deliver

additional savings, ensure roles are aligned with our strategy and also create opportunities at a service level for further savings.

In setting these out, I would also like to place on record my thanks to Laura Johnston, Paul Taylor and Michael Barker who let me know of their intention to retire ahead of me sitting down to think through a revised SMT structure. All three have been great servants of the Council who have achieved much and had a positive impact on our services and in the community. I wish them all a very happy retirement. My thanks especially to Laura and Paul who have played such a key role in developing the strategy for Children's and Adult Services that we are now rolling out.

Best wishes

A handwritten signature in black ink, appearing to read 'R Partington', with a large, stylized flourish at the end.

Richard Partington
Managing Director

December 2015

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2. Our Starting Point

2.1 Our 'One Council' approach

'One Council, One Team, One Vision' looked at how we functioned and operated as an organisation and made major changes. Its principles were about:

- Functioning as one organisation with a shared set of priorities and values that are owned by all services
- Attacking cost, reducing duplication and overlaps and preventing departmentalism
- Securing economies of scale and concentrating/pooling expertise and knowledge
- Reducing unnecessary bureaucracy – 'de-cluttering' processes and procedures
- A streamlined, more flexible organisation that can act faster
- Promoting more collaborative working, maximising the synergies between services and reducing silo-working
- A strategic and comprehensive approach to organisational development and change management to transform the way we work.

These principles remain just as important today and have provided and continue to provide the foundations for our approach as a Co-operative Council.

2.2 Our Co-operative Council ethos and values

Telford & Wrekin Council is a Co-operative Council. This means that we work together to collectively deliver the best we can for Telford & Wrekin with the combined resources we have. We are working to:

- Bring more public services together so that people get what they need at the right place and the right time;
- Involve local people and our employees more in planning and running services; and
- Support our communities better and encourage people to do more to help their communities.

As our budget gets ever smaller, this ethos will continue. And we must also continue to work to a core set of **values** which define how we do things, both collectively as an organisation and individually. These are about:

- Openness & Honesty:
- Fairness & Respect
- Ownership
- Involvement.

2.3 Our vision & priorities

As we move forward, we will need an ever sharper focus on delivering our priorities. Our vision is for Telford & Wrekin to be "***The place of enterprise, innovation and partnership working***".

We will seek to achieve this through our priorities which were developed following extensive community consultation. With the reducing resources that we will have, however, we will need to be realistic and open with the community about what we can and can't do to deliver these priorities:

- Put our children and young people first
- Protect and create jobs as a 'Business Supporting, Business Winning Council'
- Improve local people's prospects through education and skills training
- Protect and support our vulnerable children and adults
- Ensure that neighbourhoods are safe, clean and well maintained
- Improve the health and well-being of our communities and address health inequalities
- Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing.

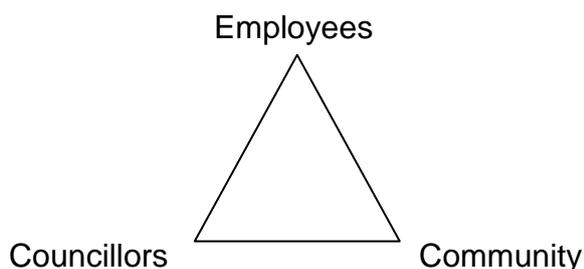
As we move forward, it is inevitable that discussions will start to focus on the money that we will no longer have to spend, "the budget gap, the cuts". Of course we will have to focus on and address this. But just looking at this alone can be very disabling and depressing and helps none of us. We must also remain focused on finding solutions.

What has set us apart from many other local authorities has been our positive strategy, can-do attitude and strong vision of what we can be. We are not going to be just victims of the cuts. In my briefings, I have used the quote '**the best way to predict the future is to invent it**'. We need to remember that we are a resourceful, creative, determined and dynamic organisation – and that we will still have a significant amount of money to spend and invest to continue to make a positive difference and impact in our communities.

3. Moving Forward

Even though we have made considerable progress to reduce cost and improve efficiency, right across all of our services, we must now take another big step forward in our transformation. We won't achieve this overnight and the reality is our big step will actually comprise of lots of little steps – however, we must move forward with pace as the scale of the funding cuts to come will quickly overwhelm us if we don't.

Building on the strong foundations we have, our strategy requires us to adopt ever more closer working between services, employees, members, and with the community.



We will undoubtedly have some very difficult options and choices to make as we move forward. It is inevitable that we will have to stop doing some of the things that we do now and that we will be smaller as an organisation. However, we have a corporate strategy that seeks to mitigate and minimise as far as possible the impact of continuing Government funding reductions. We have adopted 4 core elements for our medium-term service and financial strategy to take the organisation forward and help to deliver the budget savings which are currently projected to be required over the medium term. These are:

- A. Focusing on solving problems and promoting social responsibility and action to manage and reduce demand for services**
- B. Challenging & changing, reviewing and reimagining the way we do things**
- C. Reducing our dependency on Government grants**
- D. Being a modern organisation with modern practices and where we always get the basics right.**

Appendix 1 shows a useful diagram of how all these elements fit together.

A. Focusing on solving problems and promoting social responsibility and action to manage and reduce demand for services

We must transform the way that we do business. We need to intervene earlier and do better, more effective work across the Council, with partners and with our community to prevent and reduce costly demand on our services caused by issues and challenges in communities such as substance misuse, chronic health conditions, mental health, domestic violence and unemployment.

Tackling these issues will require us to centre our 'offer' around the needs of these residents and their families in their communities, rather than our own organisational convenience and traditional

service groupings around 'adults' and 'children', to behave even more as 'One Council' internally and act ever more collaboratively externally.

This way of working will be driven by the intelligent collection and use of data, a stronger focus on outcomes and solving problems rather than managing them, and making every contact count.

3.1 Demand management

Whilst we will continue to reduce our costs as an organisation and drive efficiency, our future strategy must be focussed on managing demand on our services.

"Demand management" is not a one size fits all model, neither is it about simply switching off services. For some services we will want to see demand increase, for example, greater use of our leisure centres to help people stay fit, well and independent later into life. Whilst for other services we will want to see demand reduced, for example, fewer adults placed in residential care homes or children being taken into care (though we must always seek to make the right decisions, irrespective of our financial situation).

Ultimately, through demand management, we want to see outcomes improved for individuals and families so that they "step down" and are no longer dependent on our services - the elderly lady who has a stay in hospital is supported over the short term to get back her independence and live back at home in her community. The unacceptable alternative is failure demand, when we fail to meet the needs of an individual or family and they continue to return to use our services at a later date with bigger and more challenging needs or problems.

3.2 Reducing demand – "Strengthening Families"

A key aspect of reducing demand on public services is to "think family". Our work to-date has primarily focussed on families with children using a key worker model to take a holistic approach to "turning around" these families. It expands on the traditional support model which may focus on one individual in a family to supporting the whole family. So whilst there will be a focus on supporting a child into school, the approach will also see support for an adult family member, for example, to effectively seek work.

Our "Strengthening Families" programme which has run for the past 3 years was built on these principles. It was defined by the DCLG's Troubled Families programme and took a relatively narrow view of which families we could work with. We are now in a position to define our own criteria to identify which families and individuals place the greatest strain on our and our partners' services and so develop a partnership response to this challenge. This is a key priority for the Local Strategic Partnership (LSP).

3.3 Prevention

Better still, we want to avoid the problems which place demand on public services developing in the first place through "prevention".

Prevention is aimed at individuals who have no current particular support needs. It is about encouraging people to help themselves to prevent needs developing in the first place. This is the majority of our population and has a lifelong all-age focus.

At the very heart of this is economic independence built on success at school with young people leaving school “life ready, work ready”. With economic independence, people are more able to make more positive lifestyle choices (diet, exercise, smoking) and have greater control over other key decisions in their life such as where they are going to live. Through this choice they will more often play a more active role in their community, creating strong communities. All of which lead to a greater sense of well-being. Fundamentally, prevention is about empowering people to live well.

Our “Business Supporting, Business Winning” approach and Health & Well-Being Strategy are essential parts of our prevention strategy. They are about increasing economic independence and improving well-being for all.

3.4 Early help & the right help

When individuals and families do need help and support, we want to identify them quickly and identify the right, effective support first time to avoid issues escalating and requiring more intensive and expensive intervention but also to avoid long-term dependency on our services.

We need to take a whole Council approach to people who need support. As an organisation we are still creating demand on our services when we work in silos – this is often unintentional when different services are unaware that other services are already working with a family or household.

Equally, a whole Council approach needs to support officers when they identify a problem which goes beyond their expertise or remit, and it is apparent that treating the symptom does not address the cause of the problem.

This then is about improving the customer journey or experience – we want to provide a better, seamless journey for clients and to reduce confusion and hand-offs between services. This is a fundamental aspect of being one organisation that works together so that officers are able to take responsibility and unblock barriers to improve outcomes for residents and reduce demand on our services.

And, of course, this is not about the Council acting alone. It is about joining together with other partners to provide joined-up solutions.

3.5 Working in communities

A core thread of our approach to demand management and prevention is targeting our resources at areas in the greatest need of support and working more effectively with the resources and assets which are already in place in our communities.

Strong communities place the least demand on public services. As an organisation we need to work in a more connected way with community groups and volunteers to support individuals who need help and support so that they can remain in their communities. The outcomes for individuals who remain in their communities are much better than those who do not.

The Adult Social Care pilot project working with the GP practice in Stirchley has demonstrated this. When an adult needs some support to manage conditions they are assessed by a social worker who identifies their needs. A care planner then works with the client to put the right support in place. The focus of this pilot has been that wherever possible, the support should come from within the community and enable the person to be an active member of the community. The pilot has very successfully shown that this can be achieved: the service has improved outcomes for their clients, increased their participation in their local community and diverted the clients from entering the health and social care system.

What has been critical to this approach has been that the support planners have been enabled to take a creative, can-do approach – they have been allowed or empowered to be creative. This transformation is an essential part of the culture change we need to deliver as an organisation moving forward.

We are building a new relationship with the Telford and Wrekin Clinical Commissioning Group and have established a new vision - “Together we will work to enable people in Telford to enjoy healthier, happier and longer lives”. We have agreed a set of principles underpinning this approach which include:

- We will work in a systemic way to manage demand away from high cost, health and social care, promoting independence
- We will adopt the principle that home is normal
- We will promote well-being and independence across the continuum of need
- We will empower people to take control of their own health
- We will create a place that enables people to make healthier choices
- We will make good use of resources across the whole system
- We will use outcome based commissioning
- We will use an asset based approach.

If we are to successfully reduce the present dependency on public services we must build confident and connected resilient communities which can help to improve health, and reduce inequalities. We must mobilise assets within communities, promoting equity and increasing people’s control over their own health and lives by:

- Strengthening communities
- Promoting volunteering and peer roles
- Establishing collaborations and partnerships
- Signposting access to community resources.

3.6 Building community capacity to improve outcomes and address demand on public services

Our co-operative council pilot in Brookside and projects such as Dawley Town Hall, and the Crisis Network, have shown that residents, local voluntary sector organisations and Town and Parish Councils are willing and able to take on significant roles in relation to providing services and meeting the needs of our communities. Dawley Town Hall is currently being run as a viable community facility, and a number of Community Interest Companies (CICs) have been developed in Brookside,

for example the Take 5 Cafe CIC has taken on responsibility for running the cafe within Brookside Community Centre and is providing volunteering opportunities for local people whilst providing a valued local service. A number of new social enterprises are being developed including the provision of support for young people experiencing issues with drugs and alcohol. We have continued to build upon this co-operative working approach. It has been recognised that with the reduction in public sector resources there is a need to develop a different approach to how we work with communities to improve outcomes and to move away from a reliance on the public sector:

1. Community self-help - building people's social support networks; making best use of the resources and assets which are available in the local area; and making sure that people, who use services, including people with long-term conditions, get a chance to pursue their own interests and contribute to community life
2. Effective co-production - making full use of the assets and skills that local communities and people who use services can bring to the table alongside those of practitioners. By moving away from a narrow focus on meeting needs through practitioner-provided services to making much more effective use of the complementary skills and assets of people, communities and practitioners.

The Adult Social Care Locality Working pilot, as referred to above, has identified that there is a wealth of resources within the community that are independent from the public sector. These resources include individuals' skills and interests, informal and formal community groups, voluntary organisations and social enterprises. The pilot enabled a greater understanding of community resources and provided a link into these networks for individuals. In order to achieve a greater level of community self-help, there is a need to gain a better understanding of the assets within our communities and a need to support communities to strengthen these assets, whether by building the skills and confidence of individuals or supporting the growth and development of community based projects, groups or organisations.

B. Challenging & changing, reviewing and reimagining the way we do things

We must continue to keep our organisation under review, to understand what is working effectively and efficiently and what needs to be changed. Through this we are able to create and seize opportunities. In the extremely challenging circumstances we face, we need to constantly:

- Challenge our performance and how we can improve
- Review our policies to see if they are still fit for purpose
- Change our processes so they can be as efficient and streamlined as possible
- Assess our structures and ways of delivering, procuring and commissioning to ensure we are securing good value and enhanced social value
- Examine shared services opportunities where there is a good fit between organisations
- Ensure we continue to look outwards, to identify new ideas or best practice elsewhere that we can learn from, adopt or adapt.

There are some major ways that we are looking to change as an organisation:

3.7 Channel shift

We need to shift residents away from expensive ways that they communicate with and access services from the Council and into cheaper channels. Face to face interaction costs the Council far more than an online one.

Channel shift is about changing the means by which our customers can access or make a request for service. Currently, these include letter, email, telephone call, personal visit unannounced, personal visit with appointment. The costs for managing these contacts varies considerably. Over the past 18 months, the Council has invested in less resource-intensive channels through which residents can make a service request to the Council:

- The Everyday Telford app for smart phones has been launched which enables the reporting of environmental issues. It is directly tied into the Council's CRM system and the request is automatically passed to front-line staff via smart phone to address the issue
- The Council's website has been fundamentally redesigned with a core focus on requesting services rather than information giving. Again, this allows for the automation of customer contact.

Both of these digital channels are significantly more cost effective than traditional channels such as face to face contact or letter.

Channel shift though is not simply a drive to digital channels. It is a critical element of our approach to managing access to our services (our front door). Our website will play an important part in signposting customers/clients to where they can get support from other agencies.

Our approach therefore needs to be sophisticated and evidence-based to ensure that service objectives are met and unintended consequences or outcomes are avoided. Through our business intelligence work, we are starting to better understand the channels different clients want to contact the Council through or want to engage through. We need to ensure that the channels through which we contact customers are the most appropriate e.g. we know that texting is more effective with some client groups than letters.

As part of our channel shift agenda we have taken the first steps in using business intelligence to take a more targeted approach to our communication and marketing campaigns – moving away from “a one size fits all approach”. For example, through social media we are able to target marketing campaigns at relevant individuals where we know their interests. We have used market intelligence to target campaigns for foster carers at those communities which our data suggests are most likely to become foster carers. Key to this is continual learning by testing the effectiveness of these campaigns and increasing our business intelligence as we move forward.

Our emerging channel shift plans will be the driving force behind some big changes to the way we serve citizens.

Put simply, our drive over the next 2 years regarding the main way of requesting and purchasing services, or making enquiries, will be online, via an App or via automated self-service. Available round the clock, 365 days a year, it will be far quicker and a lot more convenient than having to

phone or visit us during office hours. People are already well used to online shopping from their smart phones or PCs. We already have a wide range of online services and we will be extending and improving these over the next year.

The reason behind all of this is that demand for our services continues to rise. Visits and telephone calls to our offices are increasing sharply; however we no longer have the finances to increase staffing. The only way to cope with this pressure, as well as to deliver much needed savings, is to persuade 'people who can' to deal with us via digital self-service. This way, we will be able to focus our one-to-one help and advice services on those 'who can't', particularly the elderly and vulnerable.

This 'deliberate' approach must also incorporate a strategic understanding of customer behaviour and demand in order to redesign service delivery with the objective of securing cashable savings and ensuring that we target our marketing of all our new access channels to those we know have a preference for using them.

Key features of our approach to both Demand Management and Channel Shift will be:

- Customer Relationship Management (CRM) - we will create a single customer record for the Council (this isn't a case management system). This will not only improve our business intelligence but is critical to improving service outcomes – a practitioner in one service will be able to know that a client has had contact with another service which could inform how an enquiry or issue is handled. This has the potential to remove the need for some back office systems, make savings, improve customer intelligence and service delivery through the deployment of a single citizen record across all our core customer databases
- My Telford Account - The introduction of the 'My Telford' Account, accessible via our new website, will see residents have access to Council services without the need to wait or queue. 'My Telford' will enable residents to start new conversations and track progress on all outstanding matters as well as access our mainstream services such as pay their Council Tax. Each account will be personalised, interactive and secure. Residents will also be able to opt to receive SMS alerts and email updates to help keep them informed. To incentivise the use of our new on line account we will consider exclusive deals linked to TLC
- Developing **social media** as an 'access channel'.

3.8 Improving “Business Intelligence”

Over the past 12 months our intelligence of who is using our services and why has been developed by Delivery & Planning. This has focussed on children and family services, adult services and customer services. We are also expanding this work to include health data too.

This work is revealing patterns of who the high demand service users are – we are finding that high demand service users for one service are more likely to be a high demand user for other services too. Addressing such patterns of household dependency is central to reducing demand and cost to our services. Currently, identifying such patterns of service use requires the linking of data from multiple systems. We need to understand this so that we can understand whether our services are working effectively and that needs are being met and cases being stepped down.

3.9 New ways of delivering services

Through our Strengthening Families approach, mentioned earlier, we will need to work in an ever more integrated way with our partners. There are also other opportunities to work even more collaboratively, including:

- **Telford & Wrekin NHS Clinical Commissioning Group** - we need to improve how adults move between the NHS and the Council's social care services, and how we can work better together to provide and/or commission more effective preventative services in communities to seek to take the pressure off the health and social care systems
- **Town and Parish Councils** - through Parish Environmental Teams, we have already established strong working relationships with some Town and Parishes to improve local neighbourhoods. We will look to build on this and see if there are further opportunities for closer working in localities.

C. Reducing our dependency on Government grants

A fundamental element of our strategy as an organisation over the past 4 years has been to generate additional income to help fund Council services and reduce as much as we are able the amount of cuts we need to make to services. There is no doubt that we have made a very good start with our Commercial Strategy and a more business-minded approach overall as an organisation. For example, we have:

- Become only the 2nd Council in the country to operate a commercial solar farm, yielding net income of some £140k
- Set up a wholly-owned Council company, NuPlace, to build and let houses for predominantly commercial rent
- Increased the amount of traded business that we do with schools and colleges both inside and outside the Borough
- Overall delivered 20% of our required savings over the past 2 years through additional income
- Generated additional business rates and Council Tax through new housing of £7.1m.

It is not appropriate to think of everything in commercial terms and we haven't and won't. However, we have shown that a public service organisation can be successful commercially and we should have confidence to progress and increase our income streams:

- Research shows that, in the main, councils are a trusted 'brand'
- Every day, every year we manage complex volatile budgets very effectively
- We have successfully, so far, managed our way through a huge drop in our income (Government Grant)
- We already manage many businesses successfully – we just might not think about it in those terms
- We have creative, enterprising, entrepreneurial hard-working employees with a strong customer service ethos

- We will get things right, we will get things wrong. The key is to learn from both and seek to actively manage risk effectively.

3.10 Our commercial strategy

We need to generate more income to help offset some of the further cuts in Government grants that are coming our way and to invest in our services. There are 4 main strands to our strategy to reduce our dependency on Government grants:

- **Increasing income through trading our existing services.** There are many Council services that already ‘trade’ outside the organisation and secure income. Primary, secondary and special schools are a major customer of our services e.g. ICT, People Services, Facilities Management, Cleaning, Property Management and Catering. In the past year, we have made great progress to put in place a more customer-focused, one-stop shop approach and we will continue to progress with this. We have also made a conscious effort to expand our business with schools and organisations outside the Council’s area and we have doubled income levels and this is a major focus to increase our customer base. The addition of a new commercial services website will aid this. Services like Building Innovation Telford (BIT) are also looking to generate additional business
- **New commercial development/projects.** Our solar farm will deliver a profit of some £4.4m over 25 years for us to reinvest in funding our Care services. We have also established NuPlace, a wholly Council-owned company to let homes on a commercial basis with the Council receiving money from the company for the provision of services and the annual profit it generates. We will continue to research and develop new opportunities that can bring in an income stream to the Council. Our approach will always be business case-based with a thorough risk assessment and we will use ‘invest to save’ funding where pump-priming/set-up costs are involved
- **Maximising existing funding streams.** Through our “**Business Supporting, Business Winning**” approach, we have and will continue to work to support the retention and expansion of existing companies and also to secure major new inward investment in the Borough. For new growth, the Council retains 49% of the business rates generated which makes a major contribution to our Budget. The Council has also been clear that it wishes to deliver **Growth through Good Planning**. We have been ranked by the 2014 Core Cities Report in the top 3 local authorities for housing growth. Through this the Council will see new Council Tax as well as receiving the Government’s New Homes Bonus for new homes, again for reinvesting in our frontline services. We also run a **Property Investment Portfolio** – renting out office, commercial, industrial units – that delivers over £5m per year net income to the Council. We will be looking to assess if there are major investment opportunities that we should be pursuing to further generate income. There are of course many other services where the Council draws in considerable levels of income such as Sport & Leisure and we must look to market these in the most effective way to increase usage and income
- **Securing external funding** to help us deliver our priorities. We have a good track record in attracting external funding from Government and other bodies such as the Big Lottery and Arts Council. Examples have included £18.79m through the Marches Local Enterprise

Partnership Local Growth Fund and £4.75m from the Green Deal. We must continue to be creative, fast-acting and smart to pursue and realise opportunities as we identify them.

D. Being a modern organisation with modern practices where we always get the basics right

3.11 A new relationship with our staff

As we think about how our services and the Council will develop and change in the coming years, an integral part of that is of course planning for what our future workforce will look like and how it will develop to respond to the major challenges that we have ahead.

We have come a long way in the last 5 years and it is a testament to our staff that, notwithstanding budgets cuts of £80m and a decreasing workforce, we continue to be a high performing Council with a committed workforce.

As the Council has changed, so has the relationship with staff. It is very easy to forget that 5 years ago the Council was organised in a series of 'monolithic' structures each working, largely, in isolation. As we re-structured, we broke down those structures as we embedded, firstly the "one council" and then the co-operative values. These continue to positively influence the way that we now work with each other, our partners and the community.

I know that we have not been able to reward staff financially for their work as a direct result of central government control over public sector pay and because of reduced funding. However we have been able to delete the lowest pay scales from within the Council, move lower paid colleagues off spot grades and we continue to concentrate on our wider employment offer, particularly increasing flexibility, work life balance and development opportunities.

Our workforce development plan is not yet as detailed as we need to meet the new challenges. Our People Services team have worked hard to provide core professional training, supporting re-structures and over 2,500 re-deployees into new areas of work as a result of those re-structures and of course supporting training and development in the new ways of working arising out of those re-structures.

Our strategy as an organisation is geared towards providing a more flexible, pragmatic and less bureaucratic approach to the support that we give. You will have noticed streamlined performance review, sickness absence and recruitment processes to name a few. We are going to continue with this and are aiming to improve the quality of the information and support provided to managers.

The creative work in Adult Social Care, under the My Support Broker banner is an exciting development and the aim is to extend this approach; everyone has to understand how inter-related our services are and how important it is that we work together to secure the best outcomes for the people who live and work in the Borough.

3.12 Transforming as an organisation and as an employer

To do this, we will have to see a further evolution of the relationship between the Council and staff. There is a presentation that staff in Adult Social Care will be familiar with. The content from one of

the slides is set out below about the type of organisation we want to be and it is a good way of starting a debate across the whole Council about our future as employees:

What we Want	What we have
• Customer Driven	• Organisation driven
• “Can do” confidence	• “Not allowed” anxiety
• Mutual communities	• Pockets of promise
• Enterprising culture	• Co-dependent culture
• Innovation & Creativity	• Convention & habit
• Simple, clear process	• Complex, opaque process
• Happy inspired staff	• Anxious, weary staff
• Maximise finances	• Decreasing finances
• Service for public good	• Public service

While I think the description of ‘what we have’ is too simplistic and certainly not universal, I think it is a good starting point to stimulate reflection of where we are. To get to what we want, we need:

- Increased autonomy for Managers and Staff
- A focus on development
- Greater flexibility
- To encourage creative thinking and challenge
- To continue to focus on efficiency and reducing bureaucracy
- Increased staff engagement
- Less managerial control and more inspirational leadership
- A better balance between work and home.

As we move forward, there will inevitably be more re-structures and further reductions in staffing. As a Council we will continue with our commitment to ensure that there is a service rationale for our proposals and keep compulsory redundancies to a minimum – our track record on this is good, though the Budget challenges ahead will make this even more difficult. As new structures are put in place, we will need managers, team leaders and employees in our services who are able to embrace, shape and take forward our strategy and our services.

For individuals in the future it will mean:

- Shorter managerial chains and fewer managers but with enhanced areas of responsibility. Managers will reduce time spent managing the minutiae and concentrate on leadership, motivation, development, focussing resources on organisational outcomes, service improvement and innovation, budget management, team working and closer working with other service areas, partners and with our communities
- Wider, more flexible working and job descriptions for all staff
- Greater transferability of skills to improve employability
- Workforce development programmes to support this new approach
- A continuing ‘devolution’ of responsibilities within the organisation – from member to officer and from manager to team member - we will support local decision making within a strong governance framework

- We will move to the fewest sets of terms and conditions possible, One Team – Same Conditions. Individual working arrangements will become as flexible as possible, with people taking a greater responsibility for themselves
- Well-being – employees will know they are supported and recognised for their contribution to the organisation, recognition for good work, fair pay structures, employee benefits and clear Council values. We will work with staff who are struggling with this new way of working and we will be transparent and decisive in our approach if their new roles do not work out – we will support staff, ideally to move within the organisation but also out of the organisation if that is the best option
- Employee representatives will have a greater influence in the organisation as we need to work in partnership to move the Council forward.

3.13 From transformation to basics

There will be a lot of talk of transformation in the organisation as we move forward – and rightly so. We have no choice other than to change and transform. However, we should never allow this to distract us from our focus on ensuring we get some of the basics right first time, each time too:

- Getting our procurement and purchasing right. Planning early and well, taking advice and getting the best value we can. It is not enough to be led by what the market will provide. We must work to influence and shape the market to ensure that tax payers receive maximum value for money. We will review existing contracts to ensure they are fit for purpose and achieving value for money, widely advertise all contract requirements over £5k to achieve optimum market prices, make greater use of framework agreements and get added social value from our procurement and purchasing
- Contract management – all contracts should have identified measures (key performance indicators) to support contract monitoring which will help to identify early good/poor performance. Where contractors have not performed to the agreed standards/measures, we must act to ensure that quality and value for money are secured
- Strong & Disciplined Budget Management – in the world we are now in, simply having money in your budget does not mean that your aim should be to spend that money. We should always be questioning what we spend and how we spend it
- Health and Safety and Information Governance are everyone’s business. We are all responsible for knowing the Council’s key policy and procedures as they relate to our roles in the organisation
- Through the continued deployment of new mobile technology to our workforce and members, we must ensure they have the right reliable tools at their finger tips to work effectively
- Retaining our vigilance on Safeguarding the most vulnerable children and adults in the community. This is everyone’s responsibility.

4. Reshaping the Senior Management Team (SMT)

It is essential that SMT is kept under review to ensure it is fit for purpose in driving forward the strategy that is outlined in this document as well as the Administration's policy priorities. Equally, as the organisation is asked to look for savings, so too must we look at management and senior management costs in the context of reducing budgets and a 'shrinking' organisation.

In thinking through and putting together this strategy, there are a number of themes where I believe there is major scope to improve our effectiveness as an organisation and make savings. These include:

- A more joined-up approach to services for vulnerable children, adults and families
- Improving the integration of our services at a locality level to deliver better social regeneration and support for vulnerable people, and more ably address issues within communities and households
- Ensure a more coherent approach to customer service across our 'frontline' and 'front doors'
- Bringing together a number of our more commercial and traded services to increase our consistency of approach to increase revenues
- A greater emphasis collectively on leadership and organisational development to ensure that we are promoting and enabling the behaviours, culture and practice that is outlined in this document to create a 'resilient and brilliant' workforce.

The future Senior Management Team will comprise of:

- **1 Managing Director**
- **2 Directors**
- **9 Assistant Directors**

This represents a reduction of 3 senior management posts – a further 20% reduction.

A diagram of the new structure is set out in **Appendix 2**. **Appendix 3** provides a list of each Assistant Directors' Service Areas at Service Delivery Manager (SDM) level.

Directors

The two Director posts are:

- **Director: Children's & Adult Services** a new post that effectively merges the leadership responsibilities of the Director posts held currently by Laura Johnston and Paul Taylor (with the exception of Public Health & Protection)
- **Director: Customer, Neighbourhood & Well-Being Services** essentially retaining all the leadership responsibilities of the current Director post, held by Jonathan Rowe on an Interim

basis since February 2015, with the addition of the Public Health, Protection & Well-Being Service Area.

Assistant Directors

As always in undertaking these restructures, I am very clear that there is no one 'perfect solution' and there a number of different ways to 'cut the cake'. I have worked very closely with my 3 Directors – Laura, Paul, and Jonathan – to put this structure together. We have sought ways to retain continuity and momentum where major transformation and service design are in progress while also creating further synergies and opportunities for integration, savings and enhanced, more joined-up delivery, as well as capacity to deliver key aspects of our strategy. These will not be the final changes – we can now honestly say we are fluid organisation, able to adjust swiftly to new demands.

Service Areas

Director: Children's & Adult Services

Increasing demands on public services at a time of significantly reducing resources mean that we must look for a new model for delivering services which continues to safeguard our most vulnerable children, young people and adults. Over 60 councils nationally have now moved to bring these functions together under one director.

We are adopting an approach to make this whole system transition: an approach based upon integrated working practice across children, young people and adult (social care, health and other public sector) services. We must reassess what we deliver public services for and to whom we deliver them. This will involve developing a closer working relationship and shared narrative with public sector partners and our communities.

We have made a start with a new approach to working with adult social service users, with details set out in Right Help, Right Time to Promote Independence, published earlier this year. Promoting Independence now sits at the heart of adult social care in Telford and Wrekin. We have established a structure and system which works to make the very best use of limited resources that we have. For adult social service users we have implemented a new approach to support planning, and have trialled a locality based pilot for working with clients alongside health primary care partners. Early signs show that this approach is working in improving outcomes and people's perception of Council support whilst reducing costs. This same way of working could apply to early help services for children, young people and families.

In Children and Family Services, we have established Family Connect as an effective multi-agency front door, with access to a range of early help locality-based services and intensive family support. Our Integrated Practice Toolkit and Threshold Documents ensure that we (with our partners) work with the right people at the right time. Diminishing resources mean that we must rethink our approach to delivering early help services, working with our communities to develop new approaches and then targeting our available resources on our most vulnerable families. We are developing an outcome-based framework, with our public sector partners, which will start to redefine

our approach. We also need to consider how we integrate locality based services for children, young people and adults.

The new post of Director: Children's and Adult Services will provide the required leadership. To ensure that due regard is given to the specific statutory requirements for children and adults, the statutory role of Director of Children Services (DCS) will be assigned to this post, whilst the statutory role for Adult Social Services (DASS) will be assigned to a new Assistant Director role: Early Help & Support.

We aspire to good or better practice across children, young people and adult services. In summary these changes will ensure that proper regard continues to be given to quality of practice, safeguarding children, young people and adults and integrated working practice. We will promote independence (where safe to do so), managing demand away from our services by building resilient communities capable of providing a range of early help services, including peer support. We will continue to provide support for the most vulnerable, strengthening families in a sustainable way where possible. We will ensure that we build appropriate business support, commissioning, and contracting and brokerage services and systems to support this change.

There will be 4 Assistant Director posts reporting to the Director: Children's & Adult Services:

- Assistant Director: Early Help & Support
- Assistant Director: Children's Safeguarding
- Assistant Director: Education & Corporate Parenting
- Assistant Director: Legal, Procurement & Commissioning

The current Assistant Director posts of Family, Cohesion and Commissioning and Adult Social Services are to be deleted.

The existing **Service Delivery Manager: Service Improvement**, currently reporting directly to the Director of Children and Family Services, will report directly to the new Director: Children's and Adult Services, and retain their strong focus on quality assurance.

Overview of service areas:

Assistant Director: Early Help & Support

- Cohesion/Homelessness & Housing Needs
- CAFLS
- Adult Social Services:
 - Community Casework
 - Community Support & Advice
 - Mental Capacity & Safeguarding
 - Service Improvement & Efficiency

Assistant Director: Children's Safeguarding

- Child Protection and Family Support
- Family Placements, Children in Care, Leaving Care and Emergency Duty Team

- Children’s Specialist Services
- Family Connect

Assistant Director: Legal, Procurement & Commissioning

- Legal Services
- Democratic Services
- Strategic Procurement
- Commissioning (Vulnerable People)

Assistant Director: Education & Corporate Parenting

- Leadership and Quality Assurance
- Consultancy and Advisory Services
- Access, Inclusion and Virtual School
- School Organisation

Service Delivery Manager: Service Improvement (reporting directly to Director)

- Conference and Review
- Quality Assurance

The Assistant Director: Early Help & Support will have responsibility for providing a number of locality-based early help and targeted services for children, young people and adult services, developing appropriate systems for support planning and enabling community centred approaches for health, well-being and community safety for vulnerable individuals and households. The post will also have responsibility for establishing a business support service across children, young people and adult services, capable of supporting the proposed transformation. The Assistant Director will work closely with the Director: Children’s and Adult Services to deliver the required system change and have a key role to play in developing integrated working practice across public and voluntary sector services. This post will be designated the Statutory Officer ‘Director of Adult Social Services (DASS)’ and will be the Caldicott Guardian.

The Assistant Director: Children’s Safeguarding will take responsibility for **Family Connect**, as this front door for children and family services takes on a Multi-Agency Safeguarding Hub (MASH). The “front door” for adult services has switched to our voluntary sector provider for Information, Advice & Guidance. The **“front door” for safeguarding cases involving adults will be integrated into Family Connect**, creating a single front door for safeguarding matters. Safeguarding vulnerable children and adults remains this Council’s top priority.

Support and protection for children and young people at risk of sexual exploitation (CSE) requires our services to work together, from early help to safeguarding. With the development of locality working for children, young people and adult services, the lead role for CSE will transfer to Children’s Safeguarding, led by the Principal Officer for Child Protection, with support continuing to be provided through locality services.

By successfully building community resilience and developing a person-centred approach to providing support we will see a reduction and change in focus for our **commissioning, brokerage, contract and quality monitoring teams**. We will take the opportunity to bring these key strategic support functions together with **strategic procurement** to provide a new service fit for supporting this transformational change. These services will be part of a Service Area led by the **Assistant Director: Legal, Procurement & Commissioning** who will be also designated the Council's Statutory Monitoring Officer.

For the **Assistant Director: Education and Corporate Parenting**, supporting and challenging all education provision in the Borough to achieve the best for our children and young people remains a high priority, as does the continued focus on educational outcomes for our children in care. Within the primary sector, our **quality assurance** function has been successful in its support and challenge role, as evidenced by the improved outcomes overall for these children. We have extended this same model to the secondary sector to build on its success. A major part of that success is also the direct support to maintained schools, academies and early years providers from our **traded school improvement and consultancy services**, and their strong links with the Severn Teaching School Alliance. We have successfully traded our services both within and outside of the borough, and will continue to promote access to high quality school improvement services for all schools, academies and early years settings in the borough.

We are determined to work with all education providers to improve the outcomes for our vulnerable learners. A strong focus on **access to good education provision and inclusion for vulnerable learners** is required to ensure they do not continue to be disadvantaged in comparison to their peers. We are developing a wide inclusion strategy to join up our work, both in the Council and with our partners, to improve the outcomes for these children and young people. To support this, we will bring the services for Educational Psychology and Sensory Inclusion (SIS), as well as the strategic lead for Special Education Needs and Disability (SEND) and the management of the SEND officers, under one SDM for Access, Inclusion & Virtual School. There is a synergy between Behaviour Advisory Services, already under this remit, and Educational Psychology, which will improve the offer to schools. The Sensory Inclusion Service, which provides support for access and inclusion for children with sensory needs, will complement the work of this service area. In respect of SEND, we have already started implementing the new legislative requirements which fundamentally reform the way we work with children and young people, their families and schools. This is a long-term process, which will benefit from integration into this wider inclusion remit, but will require strong links with the SDM: Children's Specialist Services, to ensure we build on the good progress so far. This joint working will continue to promote and support the cultural change required to improve the longer term outcomes for this group of children and young people. As the SEND reforms relate to a 0 to 25 years age group, the focus will also be on seamless transition to adulthood and best use of community assets to support that transition and improved longer term outcomes.

The Conference and Reviewing Team has been part of the Safeguarding Advisory Service within Education and Corporate Parenting, located outside of Children's Safeguarding to ensure it could provide a strong and robust quality assurance function for our most vulnerable children. The **Service Delivery Manager: Service Improvement**, reporting directly to the Director: Children's and Adult Services will consolidate the quality assurance remit by taking on the management of the Conference and Reviewing Team, and the Quality Assurance Officer post. This will provide clarity of accountability directly through to the statutory DCS post.

The Principal Officer for Child Protection will move to Children's Safeguarding and focus on CSE, complex child protection and LADO matters. The Rights and Representation Officers will move to join the Virtual School Team, where strong links already exist. Our children in care remain central to our work as a council, and our **Virtual School Head** will continue to take the lead role in our corporate parenting responsibilities.

Director: Customer, Neighbourhood & Well-Being Services

There will be 3 Assistant Directors reporting to this Director:

- Assistant Director: Customer & Neighbourhood Services
- Assistant Director: Commercial Services
- Assistant Director: Health & Well-Being

The current Assistant Director posts of Leisure, Culture & Facilities Management and Planning Specialist are deleted.

Overview of service areas

Assistant Director: Customer & Neighbourhood Services

- Benefits, Customer & Library Services
- Communications & Marketing
- Highways & Neighbourhood Management
- Public Protection
- Waste & Neighbourhood Services
- Transport & Highway Development

Assistant Director: Commercial Services

- Property & Design (BiT)
- Facilities Management & Cleaning
- Catering
- ICT
- Sport & Leisure
- Integrated Transport
- Housing & NuPlace

Assistant Director: Health & Well-Being

- Health Inequalities & Lifestyles
- Consultant in Public Health
- My Options
- Arts & Culture
- Civil Resilience

As highlighted above, the overall responsibilities of this Director post largely remain the same.

The **Assistant Director: Health & Well-Being** will report to this Director. The 'My Options' service will transfer to this service area as we look to continue developing services that support people and promote independence and well-being. **Arts & Culture** have a major role to play in a person's and a community's overall well-being. We provide, commission and encourage a wide range of activities that form part of a long-term strategy to keep people healthy and prevent ill health. Ensuring that people are active is vital and our parks, open spaces, footpaths and cycleways can be major contributors in this. This post will be designated the statutory Director of Public Health.

Reducing our dependency on Government grants is one of the main strands of our strategy. Maximising value for money is a must for all services and council functions but now for many services a commercial focus is also a necessity. A number of services have been brought together to be led by an **Assistant Director: Commercial Services**. This is a new Assistant Director post. It will need to ensure a strong and thriving commercial ethos where we, first, retain the business that we have already secured and, second continue to build our customer base. We will need to have a very strong customer-centred approach with a strong business focus and operating to our Co-operative values. There are opportunities for synergies and more integrated working between **Property & Design and Facilities Management & Cleaning**. The marketing, letting and ongoing management of the properties for **NuPlace** will also be led from within the new Commercial Services Service Area alongside the development of **Telford Homefinder** as a competitive property management and lettings service. The potential for **Telford Homefix** to develop and grow will also be progressed. While clearly only a proportion of our **ICT service** is traded – and new business is being won outside our boundary – there are clear synergies with other services within this Service Area and I believe the competitive ethos and drive that there will be in this Service Area will be a good match. **Sports & Leisure** is a key service for the Council which has a number of commercial funding streams (e.g. Ice Rink, Aspirations) and there will be a continuing drive to increase participation levels, together with associated income, as we move forward.

In relation to the **Assistant Director: Customer & Neighbourhood Services**, our overall approach to customer services is set out earlier in this document. This Assistant Director will play a lead role in driving forward our **channel shift strategy**. This Service Area will include the **Public Protection** service as this could help to better join-up with Neighbourhood Services our response as a Council to certain issues that arise within communities. Taking account of the nature of the services overall which are located across these three Service Areas, it is felt that the **Communications & Marketing** Team are best located here so that they can be fully integrated into the thinking, planning and delivery of our universal front-line and customer services and work more closely in the Service Area that will be delivering a wide range of commercial services which is where we, as an organisation focus the vast majority of our communication and marketing activity.

Managing Director

There will be 2 Assistant Directors reporting to the Managing Director plus a revised Co-operative Council & Commercial Delivery Team:

- Assistant Director: Finance & Human Resources
- Assistant Director: Business, Development & Employment

Overview of service areas:

Assistant Director: Finance & Human Resources

- Audit & Information Governance
- Financial Management
- Employment Services & Purchase Ledger
- Revenues
- Human Resources

Assistant Director: Business, Development & Employment

- Inward Investment & Business Support
- Estates & Investment
- Development Management & Planning Policy
- Skills

Co-operative Council & Commercial Delivery Team

- Commercial Projects
- Delivery, Information & Organisational Development
- Community Participation

The **Assistant Director: Finance & Human Resources** will be designated as the Council's Statutory Chief Financial Officer. Ensuring that the organisation receives accurate, timely, creative and constructive financial support and advice is even more critical as resources continue to reduce. The organisation needs to ensure that it retains maximum flexibility as an ever increasing pace of change is inevitable. The current structure of financial support services where financial support is provided from three separate service delivery units will need to be reviewed in order to ensure that further changes to organisational structure and responsibilities can be accommodated with minimum movement of staff between finance teams. This will ensure that future financial support continues seamlessly regardless of future changes to the organisational structure and the responsibilities of senior managers.

The **Revenues** function is transferring across from the existing Neighbourhood & Customer Services Service Area where there will be a number of synergies with purchase ledger and other aspects of financial management.

Three years ago we implemented a new approach to employment in the Council to successfully manage our way through the testing financial times ahead of us at that point. We put in place an integrated approach to employment rather than the previous, piecemeal arrangements which suited different times. We integrated our employee services within '**People Services**' and this approach has delivered many notable successes including record number of training completions and a thriving apprenticeship scheme. Our management and employment approach will now change again as our organisation matures and reinvents itself to meet our new challenges. The Senior Management Team as a collective have to play a major part in shaping and driving forward employment strategy and this will be a consideration in all its activities. The **Organisational**

Development Team will transfer into the **Co-operative Council & Commercial Delivery** Team. We will maximise the opportunities presented by the new Human Resources records and payments system to be introduced in early 2017 by bringing together all other aspects of Human Resources management including Occupational Health under this Assistant Director. The objective will be to simplify, integrate and streamline payroll and contractual processes. Advisory services will also become the responsibility of the Assistant Director led by a qualified service specialist. We will continue to utilise the flexibility and business-centred approach of the Business Partner model. We are taking the opportunity to retitle this part of the team by returning to the description most people use anyway – **Human Resources**. We believe that this combination of financial and employment expertise will ensure that change targeted at savings will actually deliver what has been promised. Commercial operations will continue to be a key feature and will be strengthened by the operational proximity to the corporate commercial activity enabling a greater involvement in development of this aspect. The integrated business centre shared across the existing People Services Team will initially transfer to the Assistant Director for the duration of the current financial year given the strong financial bias of team functions.

The **Assistant Director: Finance & Human Resources** will be the Council's Senior Information Risk Owner (SIRO).

The **Assistant Director: Development, Business & Employment's** Service Area is central to driving business expansion, inward investment, skills and development that provides jobs, homes, supports communities and provides revenue to the Council through business rates, Council Tax, New Homes Bonus and Property Investment Portfolio. This function includes continuing to engage proactively with developers and investors and tackling stalled sites as well as identifying opportunities for future investment by the Council and partners.

NB. The **Assistant Director: Development, Business & Employment** remains the lead officer for the Council's Planning/Development Management. There are, however, important governance considerations that the structure needs to address in order to both maintain the independence and, equally key, public confidence in the independence of the Planning process. Previously, the Assistant Director: Planning Specialist has, in effect, acted as line manager/SMT advisor for Planning in respect of planning applications that relate to the Council's own landholdings where the Assistant Director: Development, Business & Employment is acting as developer. With the deletion of the post of Assistant Director: Planning Specialist, the Council's Monitoring Officer (**Assistant Director: Legal, Procurement & Commissioning**) will adopt the line management role of the Planning Specialist in such circumstances to ensure that 'Chinese walls' are maintained and the independence of the Planning process retained.

The **Housing Investment Programme** is set to deliver some 400 new homes across the Borough over the next two years meeting housing need, raising the quality of the private rented sector and delivering a return to the Council. We are already considering additional sites and approaches to increase the programme. Given the strong links with the Council's land disposal programme and Planning, the Housing Investment Programme will continue to be delivered through Development, Business & Employment. The renting of homes through the Council-owned company, NuPlace, will be delivered from the Commercial Services Service Area.

It is essential that the **Property & Design (BiT)** service maintain strong links with this Service Area, however, as mentioned above, this service will be located within the Assistant Director: Commercial Services Service Area.

In terms of the **Co-operative Council & Commercial Delivery Team**, as mentioned earlier, the Communications & Marketing service is moving to the Customer & Neighbourhood Services Service Area. Two other notable changes are:

1. The expansion of the **Delivery & Planning** service to include the Organisation Development function (transferred from People Services) and will be renamed **Delivery, Information & Organisation Development**
2. The **Community Participation Team** will be refocused to take a lead role in building and strengthening the resources within our communities and ensuring that our services are co-produced where possible.

Bringing **Organisational Development alongside Delivery & Planning** functions directly will enable the better integration of key aspects of the organisation's corporate planning, strategy and policy development including Corporate Medium-Term Strategy, service planning and employment policy development. This will provide profile at the core of the organisation and enable immediate response to development issues identified through data analysis and issues arising through SMT. The emphasis of the service will be on corporate development with more specialist local service development being the responsibility of Assistant Directors supported by advice from the Human Resources team.

This new service will tie together the articulation of service priorities and the development of the workforce to deliver them; creating a single conversation about service and workforce planning – identifying what services are specifically going to deliver; developed and tracked through an effective evidence base. This will inform the identification of current and future skill requirements and the wider development of our workforce – both front-line workers and managers too – and the identification and nurturing of 'future talent'. Despite our current financial challenges, we must continue to plan for the future.

There are a number of areas of work that would be delivered within the **Community Participation Team** that would build upon our existing co-operative working approach. These fall broadly under the following themes:

- Facilitating community self-help
- Supporting the development of alternative service provision
- Co-producing council services with residents
- Encouraging and supporting Volunteering with Council services.

This would be achieved in the following ways:

- Working with residents to build their skills and confidence to become active participants within their communities
- Working with communities to understand and build on the assets within their local area, using these assets to contribute to the early help and prevention agendas

- Supporting the development of new community organisations and social enterprises that can help to address the needs of the community
- Working with existing small voluntary sector groups to build their capacity to ensure their sustainability or expansion as appropriate
- Taking a lead in bringing together the voluntary and public sector to ensure our resources are targeted effectively, delivering joint projects where appropriate and working with communities to use their assets to bridge the gaps in service provision
- Ensuring that our community engagement activity focuses on residents shaping services that empower them rather than create service dependency
- Supporting other areas of the council to co-produce their services with residents
- Developing new volunteering schemes within the council and within the community.

Through our Volunteering project, we are currently developing our approach to promoting and encouraging volunteering opportunities around carers, supporting children centres, youth clubs, leisure centres and libraries. We also need to support and continue to increase our Snow Wardens and Street Champions volunteers.

The **Commercial Projects** service will continue to have the following roles – to develop new commercial ventures, to support the organisation to sell existing services and develop new income streams, savings proposals and specifically to co-ordinate Services for Schools and develop our relationships with schools both inside and outside the Borough, and to develop and deliver new and existing sponsorship and advertising opportunities and income. Where a commercial venture that is developed by the team becomes an ongoing service, the day-to-day running of this new service is likely to transfer to Assistant Director: Commercial Services so that capacity is retained to continue to focus on these 4 roles. This team will also continue to act as a flexible corporate project management resource for the organisation so that there is sufficient capacity available to progress priority projects, particularly those that deliver either new income or ongoing savings.

5. Recruitment to the Senior Management Team

Directors

We will move to recruit to the two new Director posts as quickly as possible. Director posts will be appointed by Personnel Committee. As with all other recruitment activity within the Council, the first stage will be ring-fenced to internal candidates only. We will move to an external recruitment process if the Committee do not believe that there are suitable candidates to appoint to either or both of these roles.

Given the change at Director level, Paul Taylor and Laura Johnston will remain with the organisation for a short while whilst new people are employed at this level and there will be a slight overlap during this period though there will always be clarity as to who carries the statutory responsibilities. This will also provide some continuity at this level, a measured handover and give capacity for any major events (such as OFSTED inspections, budget consultations etc) to be managed during the transition.

The current Interim Director Jonathan Rowe will remain in post until the conclusion of the Director recruitment processes. Again this will enable continuity at a significant time for the organisation and ensure that progress towards Council objectives is maintained.

Assistant Directors

Assistant Director positions are currently filled by a combination of permanent and interim appointments. These positions are generic and can be allocated any combination of service areas. Practice has demonstrated that the role content has been changed regularly over the past four years to meet business needs.

Again, as above, we will follow existing restructuring principles and permanent Assistant Directors will be allocated specific roles based upon experience and skill set. These will be determined by the Managing Director. This will include the Statutory Monitoring Officer and Chief Finance Officer and Director of Public Health roles which will remain with the existing post holders.

Remaining Assistant Director positions will be advertised using existing Council processes. Our aim is to complete the recruitment of SMT positions as early as possible in 2016.

'Housekeeping'

At this point in any organisational restructure/change, detailed questions usually emerge about accommodation, specifics on reporting lines etc. These are in hand and I'll be communicating further in due course. The first job now is to commence the recruitment process for the two Director posts.

6. Closing Comments

As an organisation we are well seasoned in managing major organisational change. We have demonstrated year on year that we can be highly innovative, customer-centred and take major strides forward despite the major financial cuts delivered to local government by central government.

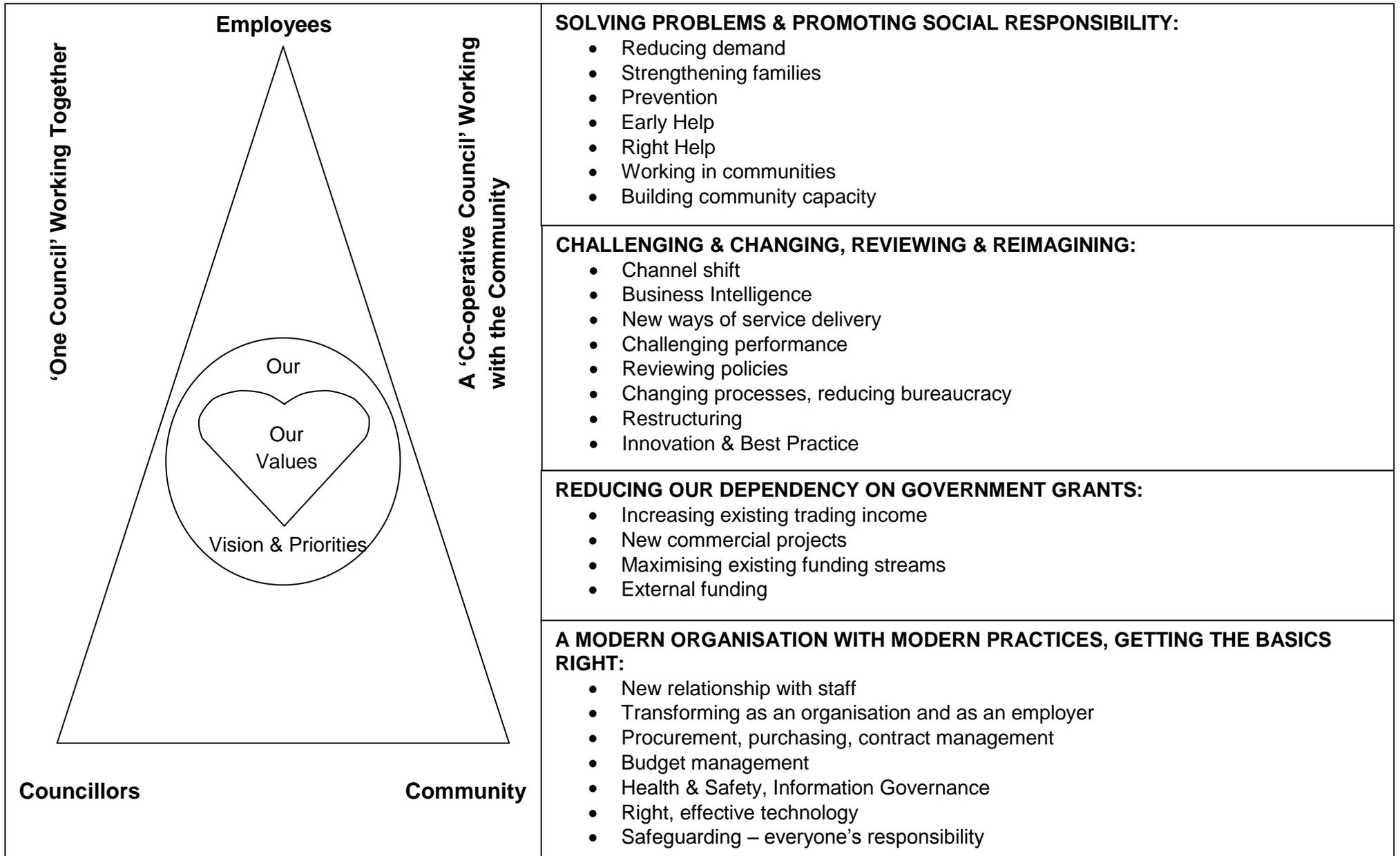
I am immensely proud of what the employees of this Council have continued to deliver over the past five years.

The proposals in this review set out decisive steps to take our organisation forward. Along the way new colleagues will join us and we will welcome them, some much valued people will leave us and we thank them for their contribution.

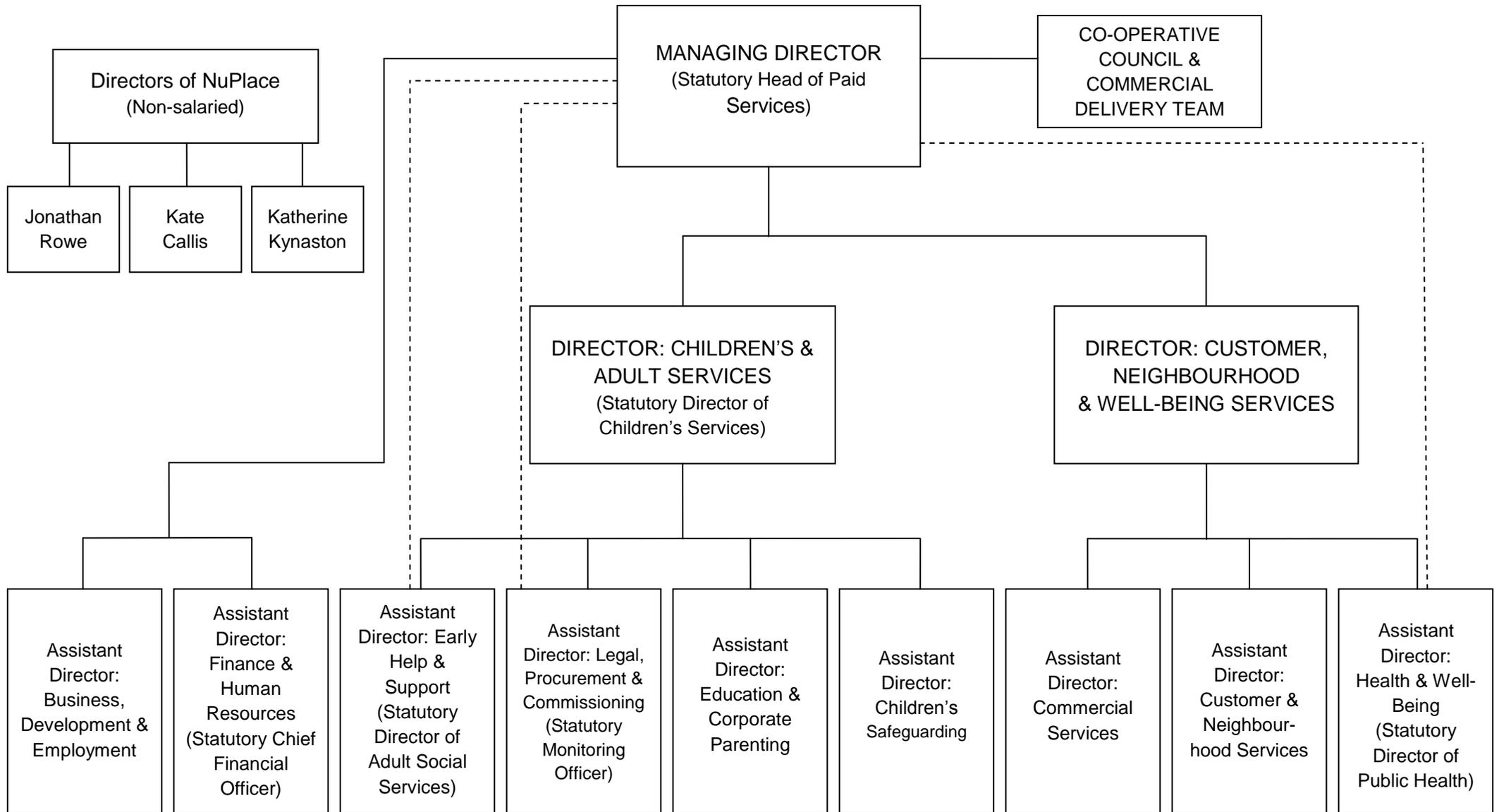
There are some difficult times and some really tough decisions ahead for us collectively but Telford & Wrekin will come through. To get there, we must work together as team, support each other and be the change we need.

“Be the change that you wish to see in the world”.

Appendix 1



Appendix 2 – New Senior Management Team Structure



Appendix 3

SMT – New Structure: Overview of service areas

Assistant Director: Children’s Safeguarding

- Child Protection and Family Support
- Family Placements, Children in Care, Leaving Care and EDT
- Children’s Specialist Services
- Family Connect

Assistant Director: Legal, Procurement & Commissioning

- Legal Services
- Democratic Services
- Strategic Procurement
- Commissioning (Vulnerable People)

Assistant Director: Early Help & Support

- Cohesion/Homelessness & Housing Needs
- CAFLS
- ASS:
 - Community Casework
 - Community Support & Advice
 - Mental Capacity & Safeguarding
 - Service Improvement & Efficiency

Assistant Director: Education & Corporate Parenting

- Leadership and Quality Assurance
- Consultancy and Advisory Services
- Access, Inclusion and Virtual School
- School Organisation

Assistant Director: Health & Well-Being

- Health Inequalities & Lifestyles
- Consultant in Public Health
- My Options
- Arts & Culture
- Civil Resilience

Assistant Director: Customer & Neighbourhood Services

- Benefits, Customer & Library Services
- Communications & Marketing
- Highways & Neighbourhood Management
- Public Protection
- Waste & Neighbourhood Services
- Transport & Highway Development

Assistant Director: Commercial Services

- Property & Design (BiT)
- Facilities Management & Cleaning
- Catering
- ICT
- Sport & Leisure
- Integrated Transport
- Housing & NuPlace

Assistant Director: Business, Development & Employment

- Inward Investment & Business Support
- Estates & Investment
- Development Management & Planning Policy
- Skills

Assistant Director: Finance & Human Resources

- Audit & Information Governance
- Financial Management
- Employment Services & Purchase Ledger
- Revenues
- Human Resources (excluding Organisational Development)

Co-operative Council & Commercial Delivery Team

- Commercial Projects
- Delivery, Information & Organisational Development
- Community Participation

Service Delivery Manager: Service Improvement (report directly to Director)