



Personnel Sub-Committee 19 March 2018

ICT Service Redesign

Purpose of report

To request approval for the proposed new structure of the ICT service.

Attachments

Appendix 1 - Proposed new structure

1.0 Background

1.1 The ICT strategy was approved by Full Council on 17th October 2016 and the implementation of that strategy has proceeded since then. Part of that implementation has involved the redesign of the service and the structure of the team to enable it to meet the needs of this Council and the Borough Council of Wellingborough (BCW), our partners in the shared service, over the next few years.

2.0 Redesign

2.1 The redesign was carried out in two phases, firstly to reduce the number of managers in the service from 3 to 2, and secondly to review the rest of the service.

2.2 Following an initial report to this Sub-Committee on 19th September 2016 to commence this process (subject to Council approving the strategy at its subsequent meeting), the consultation on phase 1 was completed on 5th May 2017 and reported to the meeting of 8th May 2017.

2.3 The Sub-Committee then approved the start of phase the redesign process, with the delegation to the Head of Resources & Organisational Development (HROD) to carry out that process in consultation with the Chair and the Leader. In the absence of the HROD since August 2017, the Chief Executive has led this process.

2.4 Phase 1 was implemented in October 2017; the Applications Manager was slotted into the new (and equivalent) role of Projects Manager, and the new role of Business Support Manager was created and filled following external advertisement, the remaining 2 managers choosing to take voluntary redundancy rather than apply for that new role.

2.5 Following a comprehensive process of writing Job Descriptions (JDs) and Person Specifications (PSs) for every other role in the new structure, and Job Evaluation of each of those roles, consultation on phase 2 of the redesign started in late January / early February 2018 and finished on 5th March 2018.

2.6 Key points arising from the consultation were:

- Queries about some aspects of some of the JDs and PSs - a number of the comments resulted in changes to those JDs and PSs, and HR and Unison will be meeting to assess whether those changes necessitate any review of the grades of those roles. An update will be given at the meeting.
- Disappointment that there were no opportunities to apply for more senior roles. Everyone has been slotted into a role broadly equivalent to their existing role so, while no immediate opportunities for promotion were available, the goal to minimise the impact on staff of the redesign has been achieved.
- Recognition that training and development would be required to enable staff to carry out their new roles. A programme is being developed for implementation in 2018/19.

2.7 Overall, the redesign has been a success. The proposed new structure is set out in Appendix 1. It should be noted that the Web Support Officer role in the previous structure has been transferred into the Communications team in Customer & Community Services, and the Information Governance Officer role has been transferred into the Corporate Support team in Resources.

3.0 Equality and Diversity Implications

3.1 This redesign is a purely internal process so an Equalities Impact Assessment has not been prepared. Each post in the structure has been through the job evaluation process, which ensures that jobs are graded fairly compared to each other and to jobs of equivalent value across the council.

4.0 Legal Implications

4.1 There are no legal implications as a result of this paper.

5.0 Risk Management

5.1 This redesign is intended to address a number of risks, in particular:

- CORP 010B Lack of staff resources in terms of Knowledge, Skills and Behaviours
- ICT 004 Failure to comply with ICT industry standards and legislation
- ICT 009 Failure of core ICT infrastructure leading to inability to provide statutory services

6.0 Resource and Financial Implications

6.1 The redesign will result in a reduction of 5 FTEs (21.5%) with a saving of around £252k per annum, subject to the outcome of the review referred to in section 2.6 above. This compares to an estimated saving of £300k, as set out in the business case that formed part of the strategy proposals.

6.2 While the savings are lower than was estimated, this still represents a significant cost reduction, and the new structure has been designed with the future service needs of the two partner councils in mind. Reducing the structure further to achieve the estimated savings would expose both councils to significant risk and would probably result in expensive consultancy support having to be brought in to fill the gap in resources.

6.3 It should be noted that significant non-financial savings have also been delivered. A report will be submitted to Finance Sub-Committee at a later date summarising the overall position.

7.0 Constitutional Implications

7.1 There are no constitutional implications arising from this report.

8.0 Implications for our Customers

8.1 The redesign will ensure that the strategy can be implemented effectively, which will have a positive impact on the Council's customers.

9.0 Corporate Outcomes

- 9.1
- Good Value for Money – delivering savings while ensuring that the service continues to meet the needs of ENC and BCW.
 - Effective Partnership Working – building on the existing shared service arrangements.

- High Quality Service Delivery – enabling the partner Councils to operate more flexibly and effectively to meet the needs of their customers
- Employees and Councillors with the right Knowledge, Skills and Behaviours - the new structure builds in greater flexibility and capacity by avoiding single points of failure and ensuring that knowledge of the systems on which the councils rely is spread across the team

10.0 Recommendation

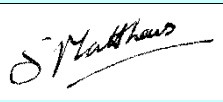
10.1 The Sub-Committee is recommended to:

- a) approve the new structure for the ICT service set out in Appendix 2; and

(Reason - to enable the ICT strategy to be delivered)

- b) note the savings delivered by the redesign, which have been fed into the budget and the MTFs for 2018-19 and beyond.

(Reason – to help deliver the Council’s Efficiency Plan)

Legal	Power: Local Government Act 1972				
	Other considerations:				
Background Papers: ICT Strategy, report to Council 17 th October 2016 Reports to Personnel Sub-Committee, 19 th September 2016 and 8 th May 2017					
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Date: 7 March 2018					
CFO		MO 9/3/18		CX	

**Appendix 1
Draft New Structure**

