

Project Initiation Document (PID)*Project number***P177**

<i>Project</i>	People Strategy Common Operating Model – Management Structure
<i>Manager</i>	Paula Maginnis, Assistant Director – Human Resources
<i>Sponsor</i>	Glen Chipp – Chief Executive
<i>Corporate Plan 2015-20</i>	Aim 3b Modernising Council Operations

Project purpose

<i>Definition</i>	Carry out a fundamental review of the Council's management structure to ensure clear accountabilities, spans of control, numbers of levels and consistency across the organisation.
<i>Mandate</i>	Programme Definition Document agreed by Transformation Board and Cabinet.
<i>Background information and impact assessment</i>	<p>The Local Government Association (LGA) has provided a proposal to undertake a structural review of our management structure using the Decision Making Accountability tool.</p> <p>The review will look at management structures and decision making across the organisation and identify areas of compression or ineffective decision making arrangements.</p> <p>Following the review, options for change will be made.</p>
<i>Approach</i>	<p>As set out in the LGA's proposal, which is attached at Appendix A.</p> <p>The approach identifies the maximum number of management layers required for the organisation and the optimum design of accountability level. Its key aim is to protect front line services and ensure that these are supported by an efficient and accountable management structure.</p> <p>The LGA will undertake;</p> <ul style="list-style-type: none"> ▪ a review of the organisational structure job roles and map current position with senior managers ▪ interviews with staff (40 – 45 interviews) ▪ analysis of findings and options appraisal ▪ Prepare and deliver a report and presentation to Joint Cabinet/Management Board ▪ Training of Council officers if required.
<i>Business case</i>	The People Strategy will assist the Council to reduce spending and increase income generation to keep Council Tax low and protect front line services. The Council has made the decision to reduce its building footprint which will see staff working flexibly and the requirement to work in an uncertain environment whilst continuing to provide excellent customer services.

Epping Forest District Council

	The organisation will require an accountable and flexible management structure to meet these requirements.
<i>In scope</i>	<p>The following will be in scope for the review;</p> <ul style="list-style-type: none"> ▪ Chief Executive ▪ Directors ▪ Assistant Directors ▪ Service Managers ▪ Service Supervisors, Team Leaders, Charge Hands etc
<i>Links to other plans, dependencies and constrains</i>	<ul style="list-style-type: none"> ▪ Common Operating Model for the organisation ▪ Skills audit ▪ Review of Job Evaluation Scheme ▪ Review of Pay model ▪ Mandatory training ▪ Succession Planning
<i>Out of scope</i>	Staff without supervisory or management responsibilities.
<i>Assumptions</i>	Management roles (which includes team leaders and above) make up 25% of the Council's workforce. The LGA suggests that this figure is a little high and most organisations it is 18-20%. As a result of the review there is likely to be a reduction in the number of managers in the structure.

	<i>Benefit</i>	<i>Measure</i>
<i>Business benefits</i>	<ul style="list-style-type: none"> ▪ Reduced operating costs 	A reduction in salary costs which are included in our operating costs
	<ul style="list-style-type: none"> ▪ Reduced time taken to reach decisions for residents and staff 	<p>An increase in customer satisfaction</p> <p>An increase in staff satisfaction and retention</p>

Equality Impact Assessment

Is this a new policy (or decision) or a change to an existing policy, practice or project?	Yes
Describe the main aims, objectives and purpose of the policy (or decision)	To ensure the Council's management structures and decision making arrangements are consistent across the authority.
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?	A review of the Council's management structures using the Decision Making Accountability Tool
<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Employees

Epping Forest District Council

Will the policy or decision influence how organisations operate?	It will result in a different organisation structure
Will the policy or decision involve substantial changes in resources?	It could result in savings in operating costs
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	The project is part of a programme of work to take forward the Council's People Strategy
What does the information tell you about those groups identified?	See appendix B.
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	See the Communication Management Strategy
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	As above

Use this section to assess any potential impact on equality groups based on what you now know.		
Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	The review will involve all current layers of management across the authority regardless of characteristic. The impact will not be known until the results of the review are known and the associated decisions are taken to implement any recommendations.	
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Does the EqIA indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No x	See comment above
---	------	-------------------

	Yes <input type="checkbox"/>	If ' YES ', use the action plan to describe the adverse impacts and what mitigating actions you could put in place.
--	------------------------------	--

Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A at this stage		

Project team

Role	Name	Responsibilities
Chief Executive	Glen Chipp	Project Sponsor
Assistant Director - HR	Paula Maginnis	Programme Lead
Assistant Director - HR	Paula Maginnis	Project Manager
Head of Transformation	David Bailey	Transformation Lead
Executive Assistant	Mary Syme	Project Support

Project plan

Key deliverables, milestones and acceptance criteria

Key deliverable	Start date	End date	Lead officer	Acceptance criteria
Initial Meeting with LGA		27 July 2017	PM/DB	Meeting took place - completed
The project PID and LGA Project Proposal agreed by TPB		30 August 2017	PM/DB	Proposal agreed
Proposed Management Spines to be agreed by TPB		30 August 2017	PM/DB	Proposal agreed
Leadership Team informed of TPB decisions a	31 August 2017	1 September 2017	PM/DB	Email circulated to Leadership Team
Trade Union informed of PID and Project outline		1 September 2017	PM/DB	Documents sent to TUs
Inform staff to be interviewed	4 September 2017	8 September 2017	PM/MS	Letters/emails sent

Epping Forest District Council

Key deliverable	Start date	End date	Lead officer	Acceptance criteria
Allocation of interview dates	11 September 2017	20 September 2017	MS	All interviews are booked
Communication with Leadership Team		13 September 2017	DB	Item at Leadership Team is discussed
General staff Communication	14 September 2017		DB	Communication circulated
Interviews take place	25 September 2017	13 October 2017	LGA	All interviews are completed
Draft report to be considered by Joint Cabinet/Management Board	w/c 13 November 2017		PM/LGA	Report is presented (consideration to be given to move the current Joint Meeting from 19 Oct to w/c 13 Nov (13 th is currently free of a committee)
Chief Executive to consider findings and apply as appropriate to Senior Team <ul style="list-style-type: none"> Consultation Report to Cabinet 	w/c 13 November 2017	1 February 2018	GC	Report is considered by Cabinet

Headline plan

	2016/2017/2018																	
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
TPB agree PID	▶																	
Initial communications	▶	▶																
Staff Interviews	▷	▶	▶															
Leadership Team Update		▶																
LGA Report received				▶														
Cabinet Report				▷	▷	▷	▶											

Key: ▷ = activity period, ▶ = completion / key deadline

Budget plan

<i>Period</i>	<i>2016-17</i>	<i>2017-18</i>	<i>Comments</i>
<i>Revenue</i>	£18750 + VAT £800 +VAT	n/a	For 27 days of consultancy For additional training day Cabinet agreed to use the Transformation Programme prototype fund (7 September 2017)
<i>Capital</i>	n/a	n/a	
<i>Savings</i>			Potentially 8% - 12% management costs
<i>Totals</i>	£19550		

Communication management strategy

<i>Stakeholder</i>	<i>Needs</i>	<i>Communications</i>
Staff	Information regarding project Information and invite to interview	LGA communications Personal email/letter
Leadership Team	Update at September's Leadership meeting	Update
Members	Outcomes Potential Savings	Joint Cabinet/Management Board meeting

Risk log

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>

Project approval

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Project Manager			1.0
Project Sponsor			1.0

Version control

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for changes</i>

Distribution

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>