

Operational Decision Record

Publication Date 14 October 2024	Decision Reference Number 5188
Decision Title	
Establishment of Service Delivery Management Structure	
Decision Value	
£126,677 (not additional cost)	
Revenue or Capital Spend?	
Revenue	
Spend Control Approval	
Has the spend been approved by Spend Control Board? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> n/a Spend Control Board approval reference number: CC370	
Department	
Finance and Resources – Customer Division	
Contact Officer (Name, job title, and contact details)	
Matthew Woods, Head of Service Delivery	
Decision Taken	
To review and establish fair and consistent manager structure within Service Delivery.	
Reasons for Decision and Background Information	
<p>The Customer Services Division leads the Customer Support Transformation Programme which is the Council’s flagship cross cutting transformation plan focusing on significant efficiency savings and process improvements which benefit our residents and services.</p> <p>The programme brought together teams and individuals to establish a modern, accessible, high performing Service Delivery function for the entire organisation. A new consistent operating model is being established to support the development of better value services.</p> <p>As part of this programme, managers and teams transitioned from across the authority who were working to outdated job descriptions on a variety of grades.</p> <p>This proposal intends to unify the manager positions in Service Delivery to ensure consistency and fairness for all managers, working to the same Job Description with the same responsibilities and duties and with the detailed knowledge of the aligned service which the service delivery teams support. Colleagues currently in these positions would be slotted into the new positions and vacancies recruited to as required.</p> <p>The cost of the proposal is not a net but has been modelled within the overall significant savings of the programme.</p>	

Other Options Considered and why these were rejected

Do Nothing. This option was rejected as would leave an unstable structure, out of date job descriptions and pay inequality and discrepancies.

Reasons why this decision is classified as operational

- value is below £300,000
- taken within agreed policies and within the overall agreed budget controlled by the officer taking the decision
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Additional Information**Observations of HR Business Partner:**

The amended posts have been evaluated by the Job Evaluation team. The necessary re-grading, positive in most cases, will require discussion with the post holder to fully explain the changes and set out expectations of the role.

Individual training and development should be put in place to support those in the amended roles where necessary.

The new roles will assist the service to function more efficiently. A fair and transparent recruitment process should be followed, where vacant posts are to be filled' in line with the Council's recruitment procedure.

Resource will need to be identified to support full induction, training and development for any new appointments to the roles.

Sheila Birch - HR Consultant

Observations of Finance Business Partner:

The increase the staffing establishment will be funded from the Customer Services 24-25 MTFP revenue allocation. The roles indicated with n/a above are new positions and will be hired part way through 2024/25 and therefore likely to be approximately £50k lower for 2024/25, depending on start dates. The new operating model is also expected to result in efficiencies across Customer Services and some savings also likely to be achieved towards the end of 2025/26. Additional savings equivalent to the above total value are likely to be achieved by the end of 2026/27 through additional efficiencies and adjustments to the operating model.

Alfred Ansong - Interim Strategic Finance Business Partner

Decision Maker (Name and Job Title)

Ross Brown, Corporate Director of Finance & Resources (s151)

Scheme of Delegation Reference Number

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Date Decision Taken

10/10/2024

