Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR47	Restructure process	Suggestion regarding an alternate way that the restructure should be processed	Summary: This is a detailed response which highlights concerns about the current process followed for the restructure. Included in the response is a suggested course to ameliorate the worst effects of both the reduction in senior headcount and the process of transition itself, specifically highlighting an imperative to make the required reduction in senior headcount early and decisively during any protracted period of fiscal retrenchment. (Full response see MR47)	Individual	CCDS
MR10	Overall structure	Support for cost reduction	Response: To the extent that the changes do actually achieve savings they will of course be very welcome given our massive savings targets for future years.	Individual	Financial Services
MR19	Overall structure	Support for restructure to drive down costs and support for overall directorate structure	Response:Overall I agree with the objective of the report – PCC, along with all other LA's, are in a difficult position at the moment and driving down costs is a key priority. I think it is important that PCC have tried to do this initially through voluntary redundancy as much as possible and with little or no change to staff terms and conditions. I agree with the overall high level proposed new structure – the 4 directorates clearly show the priorities of the council and its commitment to vulnerable residents and ensuring that the city succeeds in its regeneration aspirations to make Portsmouth a prosperous city.	Individual	Audit and Performance Improvement
MR30	Overall structure	Support for overall structure	Response:In relation to the proposed structure at Head of Service level, I support the proposals absolutely. I have been to some extent involved in work on the regeneration agenda for the city, and believe that there is powerful logic in the grouping together of functions to enable the further development of this critical and inspiring work for the city. This alignment, and the realignment of other services to provide more clearly delineated directorate groupings, feels like a structure that the members and officers of Portsmouth will be at ease with.	Individual	Audit and performance Improvement
MR24	Overall structure	Support for overall structure	Response:Overall I support the proposed changes to the head of service structure and the realignment of services within directorates which I believe will enhance joint work and synergies across our services and will particularly strengthen the support service functions. Looking at the proposals as they impact on my service I can see significant benefits with the substantive proposals. (Full response see MR24)	Individual	Audit and Performance Improvement
MR47	Overall structure	Support for directorate based structure	Response:The proposals as they stand have some merit, and certainly putting all of the regeneration functions and all of the support service functions in discrete directorates is a positive move. Having attended many directorate DMT meetings in recent years, it has often been striking how little some of the Heads of Service attending have in common, either in terms of strategic overlap, shared challenges, or even opportunities to work collaboratively towards any particular goal. As such, they have often not been 'teams' in any meaningful sense, and these changes should address that (full response see MR47)	Individual	CCDS
MR27	Overall structure	Support for restructure, with caveat	Response:There are a number of elements of the restructuring that I support, and I recognise the drivers for change in terms of reducing budgets and the members' desire to reduce the costs of senior management. In particular I welcome the approach that seeks as far as possible to achieve the reductions through voluntary redundancy. However I hope that this is supported by a robust workforce strategy that seeks to anticipate both the future needs of the organisation and the potential opportunities in terms of managers who may be nearing retirement or not permanently located in Portsmouth and the surrounding area and who are therefore more likely to leave in future. It is essential that we keep people with the right skills and behaviours to allow the organisation to meet its strategic goals and I would hope that thought is already being given to the next management restructuring whether that is in 1, 3 or 5 years time. The joining up of Strategy, Transformation and HR could provide some valuable opportunities in this area.	Individual	Audit and performance
MR22	Overall structure	Support for restructure with caveat	Response:I have no problem with this principle, there is a functional argument for this proposal, the point here is that with an appropriate structure in place with a realisation of what can and needs to be delivered the model could work. My only caveat would be that the current structures are so difficult to actually work with or reach workable decisions within, that change will come too slowly for the organisation as a whole. If we really want to work in a true business model , radical change will be required.	Individual	Legal, Licensing & Registrars

MR2	Overall structure	Support for rationalisation of service and heads of service	Response:This rationalisation of services and heads of service sounds like an extremely sensible step. I hope that it will foster a better sense of coherence and cohesion between services which have often historically operated in different ways and very much in 'silos'. I believe that for PCC to perform better and achieve more with fewer resources all services should widen their knowledge about other areas of the council in order to get maximum benefit from all customer contacts. Hopefully fewer heads of service with wider remits will support this approach.	Individual	Health Improvement and Development
MR48	Overall structure	Links between services should be reviewed	Response:Before, or after decisions are taken about the senior structure, more attention should be given to making the right linkages between services e.g. should debt recovery be more closely linked to local taxation? The rationale for linking Legal, HR and Audit/Performance is not clear to staff.	Team	DMT
MR48	Overall structure	Request for proposals to be interim structure	Response:Any decision taken as a result of an opportunity arising from people leaving should be 'interim' and work should begin on developing longer term structure for the organisation which can be sustained through the years of austerity ahead of us.	Team	DMT
MR17	Overall structure	Opposition to structure rationale	Response:Why has it taken so long to find direction in re-shaping PCC. It seems this restructure is driven by senior officers wanting to take VR rather than any planned changes.	Team	Human resources
MR14	Overall structure	Opposition to structure rationale	Response:New structure makes even less sense than current one. Appears to be a balancing act rather than getting services into the most appropriate place.	Individual	Financial Services
MR15	Overall structure	Opposition to structure rationale	Response:This appears to be a restructure of convenience or opportunity, rather than a clear strategy to shape our services in a way that achieves our goals ·	Individual	Financial Services
MR10	Co-locating front line services	Support for more synergy in directorate structure	Response:I welcome the move back towards locating Front Line services with likely synergies together in the Directorate structure. This must give more opportunities for identifying where processes overlap and efficiencies might be obtained.	Individual	Financial Services
MR24	HOS role	Support for 'generalist' HOS, but concern regarding risks associated with appointments based on individual skills set	Response:I do support a structure that enables "generalists" to be in charge of services, recognising that this pushes the professional specialists further down the organisation. There are clearly potential risks with this where organisational structures might be based around the skills of individual people within the organisation and as these people move the organisation might not have the ability to attract the right people with the right skills at the level where professional expertise sits. I assume that these sorts of issues are being considered recognising that there will be further reorganisations in the next few years as our operating environment continues to change. (Full response MR24)	Individual	Audit and performance
MR22	Resource impacts	Comment regarding structure	Response:The future plans will have a resource impact , what is required is an ability to move to meet realistic demands/work streams in the sense of being able to restructure the workforce to meet that demand. The argument is not so much not having resources but not necessarily the right levels or persons to meet the client expectations. The Corporate structure hampers an ability to move swiftly and deal with situations more realistically.	Individual	Legal, Licensing & Registrars
MR27	Process	Comment regarding consultation process	Response:I am grateful for the opportunity to respond to this consultation, although I am unclear of the extent to which anything is likely to change as a result. Looking ahead, it seems clear that further changes are on the horizon with, for example, the transition of Public Health into the local authority, as well as potential for further budget requirements and changing needs of our customers. I would therefore really welcome the opportunity to be consulted on how the organisation evolves a senior management structure that best meets those challenges at the earliest possible opportunity.	Individual	Audit and performance
MR44	Reduction in HOS	Concern about additional pressure on less senior managers	Response:The proposals give rise to concerns about the dilution of expertise at head of service level and the additional pressures that this will cascade to managers and team leaders. Accepting that expertise is at a lower level in the organisation, does our culture support the need to accept advice and influence from staff other than heads of service? This reflects the dialogue at the tier 3 managers forum.	Team	Community safety

MR17	Detail on tier 3	Question regarding consultation process	Response:Why has no detail been released on the impact of the proposed changes on staff below Tier 3. It seems once again we are consulted on little detail. We were promised open and transparent consultation, this falls well short of that process.	Team	Human resources
MR17	Overall structure	Previous restructure	Response: It seems if you stand still long enough another major initiative comes around to re-organise senior management. MTE being the last one now we have this proposal and Transformation. Will this restructure be completed in full unlike MTE that stalled at a crucial point.	Team	Human resources
MR17	Skills audit	Request for skills audit to shape restructure	Response:We are in difficult times and budget pressures are great but there needs to be a process to plan organisation structures that will deliver for the future and not just for a quick fix.......PCC already have the staff to do this but without knowing the skill set of your staff this is still unknown. A full skills audit should be completed as quickly as possible on all staff. The service structures can be planned around this skill set to deliver quality services on a reduced workforce, without this the risks are higher on failing to deliver.	Team	Human resources
MR17	Skills audit	Request for skills audit to shape restructure	Response:The principles of MLE, in which HR staffing was (supposedly) based on numbers in the services that we supported have been eroded over the years and this seems like an excellent opportunity for a root and branch review of the service with an analysis of key skills and experience built into the process.	Team	Human resources

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR4	Lack of 'transformation' in restructure	Question regarding how tranformation fits with new structure	Response:The paper makes no mention of the council's Transformation Programme so I would like to know how this proposal fits with the council's main change vehicle and vision.The Transformation Programme aims to put the customer at the heart of what we do. As far as I am aware council structures will then follow where that leads. If this paper is accepted changes will be made before the Transformation Programme has delivered. Will the new structure fit with the outcomes of the Transformation Programme? Is this a transitional structure? Does the new structure jeopardise delivery of the Transformation Programme?	Individual	CCDS
MR14	Lack of 'transformation' in restructure	Structure should not be determined by VR. Question about purpose of transformation programme.	Response:Why is there such a lack of direction in the reshaping of PCC, what is the purpose of the transformation program? There should, by now, be a reasonable idea of how we want to look like, this should not be determined by which senior officer wants to take advantage of VR.	Individual	Financial Services
MR24	Lack of 'transformation' in restructure	Comment reagrding how transformation fits with new structure	Response:In terms of the actual paper on restructuring I would have expected to see more reference to our guiding principles and how this is helping to support a transforming organisation. We have received a number of cascades that have shown how important the programme and the guiding principles are to the organisation but these were not reflected at all in this significant change to the shape of the organisation. (Full response see MR24)	Individual	Audit and performance
MR25	Lack of 'transformation' in restructure	Comment and suggestion reagrding how transformation fits with new structure	Response:The restructure needs to be seen within the context of a transforming organisation with a framework in place that ensures the proposals are sustainable in the long-term and supports staff and services through a clearly defined set of principles. It is important that the journey between providing for a stop-gap change and planning for long-term future proofing is considered, and that any changes made are defined as part of the wider Transformation Programme, where customers are at the heart of everything we do. The restructure should be seen within the context of the long-term vision for the council, based on information and evidence of what our customers really need and on providing quality services with appropriately trained staff. It is important that the proposals are based not just on the need to reduce costs, but on the need to create an environment that all staff want to work in, where everyone is valued. Therefore it is vital that our agreed values and behaviours are embedded within the changes. It would be helpful if clarity could be provided on how the proposals have both the Guiding Principles of the Transformation Programme and the council's values and behaviours, embedded within them. We think it would be helpful if the report to Employment Committee made these links explicitly. (Full response MR25)	Team response	Audit and performance
MR30	Lack of 'transformation' represented	Comment and suggestion reagrding how transformation fits with new structure	Response:Firstly, I do think the paper is an opportunity missed to reinforce key messages that there is no reference to transformation, and our guiding principles of transformation (unless this was a conscious decision rather than oversight). It would seem to be the case that for a reasonable number of staff, the most direct impact of organisational transformation they will experience will be through structural change, and the communication with which they will most significantly engage will be the change documentation – so it seems odd not to place it more explicitly within that context. Might this be considered in the next iteration? (Full response MR30)	Individual	Audit and performance
MR35	Lack of 'transformation' represented	Comment and suggestion reagrding how transformation fits with new structure	Response:I continue to believe that the departure of three heads of service at a time when we are undertaking a major transformation programme, provides us with a real opportunity to demonstrate our approach to transformation and why it really is different this time. In order to demonstrate this I believe we should consider interim arrangements whilst undertaking serious reviews in the areas where the heads are going and using the knowledge gained from the reviews, alongside the evidence already being generated from various workstreams re-design services and structures then. This will not only demonstrate to all staff how transformation can work, but will also provide some stability for at least more than a year to staff across the board.	Individual	CCDS

MR36	Lack of 'transformation' represented	Comment and suggestion regarding how transformation fits with new structure	Response:We feel the senior management restructure provides the organisation with an opportunity to make changes that could support the transformation agenda and deliver against our guiding principles. We hope that the restructure will be able to demonstrate to staff our commitment to the guiding principles, which in turn supports us in making sure staff understand them, and work with us to deliver them. We feel the restructure could be used to make improvements to the services we provide to both internal and external customers by taking the opportunity to design services around our customers, removing some of the artificial internal barriers/silos that hold back our ability to provide high-quality services to the public. Most importantly we feel that there is a clear opportunity to use the work of various transformation workstreams to help clarify what is needed by customers and what would be an optimal structure for our service delivery.	Team response	CCDS
MR43	Lack of 'transformation' represented	Comment regarding how transformation fits with new structure	Response:The transformation principle of the customer being at the heart of everything we do should apply in this case as support services are delivered to front line services, who are their customers. Method of delivery of support services should be driven at least in part by the customers of those services.	Individual	Financial Services
MR48	Lack of 'transformation' represented	Comment regarding how transformation fits with new structure	Response:A general view that the principles we adopted for transformation have been undermined by the failure to properly involve internal customers of support services in the shaping of the restructure. We may therefore have missed a real opportunity to right size and right shape these services, not only in light of a proper demand analysis, but also in ways that might promote other aspects of transformation e.g. the Category Management and Customer Management workstreams.	Team response	DMT

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR11	Voluntary redundancy of HOS	Opposition to process of VR applications	Summary: This is a personal account from staff member regarding their experience in requesting voluntary redundancy, which was initally approved and then fell through. (full reponse see MR11)	Individual	Financial Services
MR48	Voluntary redundancy of HOS	Opposition to effect of VR on structure	Response:The opportunity should have been taken to consider changing the structure in ways that weren't simply a reaction to three heads of services choosing to take voluntary redundancy.	Team response	DMT
MR14	Voluntary redundancy of HOS	Concern regarding effect of HOS VR on staff morale	Response:Sense of unfairness regarding VR. Staff who have requested have been refused because their role is too important and cannot be lost. Any senior manager is however accommodated. Presumably all will get substantial payouts to go with generous pension. Again this is demoralising to a lot of staff that now have to work longer pay more Gives the impression to outsiders that PCC employs people who earn good salaries but, as they are so easy to lose, are not fully occupied or effective in their roles. Again this is very demoralising to staff who are already very hard working but are now expected to do even more.	Individual	Financial Services
MR44	Voluntary redundancy of HOS	Concern regarding effect of HOS VR	Response:There was some concern that the new structure appears to have been determined around requests for voluntary retirement rather than organisational need	Team response	Community safety
MR43	Voluntary redundancy of HOS	Concern regarding effect of HOS VR on staff morale	Response:Some staff feel that the reorganisation is built around the premise of allowing 3 members of staff to take voluntary redundancy. If as is rumoured, these 3 senior managers have had VR confirmed and already been given leaving dates, it's difficult to say that this isn't the case. This is creating a negative feel to the organisation that it is difficult to counter.	Individual	Financial Services

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR10	Loss of specialist skills	Request that changed risks through loss of HOS posts should be planned for	Response:On the issues of reductions in HoS and changes in organisational structure the report states "There are of course risks in making such changes, not least the loss of specialist skills and the loss of senior and experienced officers". However Appendix 2 hardly seems to give any useful specific analysis of that changed risk profile, nor is there any indication as to whether the risks are financial, reputational, legal etc or all of these. Cutting HoS posts will only achieve a saving equivalent to their costs of employment if PCC's bottom line is not adversely affected by their loss. For example errors in HR processes could expose PCC to significant costs. Equally failure to recognise planning opportunities or properly exercise planning enforcement could result in significant extra costs and/or lost income, inappropriate development and adverse effects on PCC's reputation. Lack of in house Legal staff could result in our paying twice as much to buy the services in. If we don't properly identify those changed risks we won't be able to plan to mitigate them.(full response see MR10)	Individual	Financial Services
MR17	Risk mitigation	Comment regarding risks in report	Response:There is no thought in the report of potential risks and the impact on the organisation if this restructure fails to deliver.	Team response	Human resources
MR30	Risk mitigation	Comment regarding risks in report	Response: Secondly, in relation to the risks identified as Appendix 2, these are clearly themes that are being explored in a variety of ways through the organisation and it just seems opportune to underline the need to maintain momentum on the work and discussions, which are of course complex. (Full response MR30)	Individual	Audit and performance
MR47	Risk mitigation	Concern that risks are not sufficiently mitigated	Response:This is a detailed response which suggests that measures listed in the employment committee report will not sufficiently mitigate the loss of managerial capacity implied by the reduction in the number of senior posts.(Full response see MR47)	Individual	CCDS
MR25	Risk mitigation	Request that risks associated with loss of HOS /senior posts should be further planned for	Response:The proposals also need to fully consider the risks associated with the proposals and ensure they are properly managed, so that the restructure can be sustainable into the future. Although the report to the Employment Committee includes within it a risk log, there are some risks that could be further considered, to ensure any mitigation measures are robust enough. There is some concern that the identified significant risks haven't been fully mitigated against, particularly with regard to a loss of specialist knowledge and experience that the senior officers who are leaving provide. Although this can be managed by using the expertise of third tier managers, it would be helpful to consider the knock-on effects that this could have. For example, is there a risk that by pushing the specialist knowledge of services further down the tiers that we are left with multiple levels of management that are "generalist" in nature, with a mismatch between the locus of subject expertise and decision-making authority, and does there come a point when specialist knowledge cannot be pushed down any further? To what extent are we creating posts to reflect the current skills and experience and what happens when the current people leave – are we left with posts that make no sense to the wider labour market?	Team response	Audit and performance

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR10	Reduction, equalisation and centralisation of support services	Opposition to bringing together support services on current rationale, suggestion that teams should be bought together on basis of crossover in aims and activities	Response:It's hard to understand how "Reduces the number of support service units from 7 to 4 and places them all within a single directorate" can be an advantage. Support Services provide a number of key corporate requirements such as the executive arm of the Section 151 Officer function. However their main function is to support Front Line Services in achieving the key Transformation Principle of "Customer first". It's difficult to see how shuffling the Directorate reporting arrangements around so that all the Support Services report to one SD will help that endeavour. Within Support Service units it makes sense (as has been done with Front Line Services) to join teams/services where there are synergies or crossovers in aims/activities. For that reason it would seem logical to link Audit & Financial Services. The reference to "The 4 Support Service Units are of approximate equal size" as being an advantage is quite baffling. Would the same logic apply to Front Line services so that Housing Management and Transport & Street Management would be similar in size? The economies of scale are helpful where staff are able to cover one other's duties but bringing very different services such as IS and Facilities Management or HR and Audit/Performance together seems highly unlikely to achieve that. The work of the various support services is very different. HR experts will not be able to cover for a Contract Auditor. What you need is not services of a similar size, it is services of a size that provide what you need effectively & efficiently. That must be driven by identified demand from Front Line services and the Corporate Centre and is likely to vary by service, leading to some services being quite large and some quite small. Just like our Front Line services. (full responses see MR10)	Individual	Financial Services
MR48	Equalisation of support services	Opposition to equalisation of support services	Response:One statement which caused concern was the statement that it was important that all four support services should be the same size. In our view support services need to be in the shape and size required by the services they are offering support to. This may vary accordingly to need e.g. HR may need a smaller service at the centre and more people in front-line services than does the IT service	Team response	DMT
MR15	Equalisation of support services	Opposition to equalisation of support services	Response:There doesn't appear to be any rationale for having support units of equal size - implies that front line services should also be the same size (e.g. Adult Social Care and Culture & Leisure?) .	Individual	Financial Services
MR43	Equalisation of support services	Opposition to equalisation of support services	Response:There should not be a requirement that support service units are equivalent in staff numbers as this would seem to preclude a number of process changes/improvements (e.g. putting operational HR & service specific training staff in with front line services). In any case, it's not logical to use size as a reason to change an organisation. To do so will close down some opportunities to save money.	Individual	Financial Services
MR48	Centralisation of support services	Concern regarding how this may affect relationships between services	Response:Confusion and serious concern about the brigading together in one Directorate of 'support' services – particularly since the feedback from all of existing DMTs clearly reflected evidence and concern about a 'them' and 'us' culture in the organisation between support services and front-line services with even more worrying evidence that the 'support' services interests could over-ride messages from the front-line about how the organisation needs to change. The above concern was reinforced by a feeling that in shaping the proposals for the re-structure a number of the front-line services had only been involved after recommendations had been made.	Team response	DMT

MR27	Centralisation of support services	Support for new directorate	Response:Specifically within Support Services I can see the thinking in terms of creating service units of sufficient and similar sizes. I would favour a more fundamental review of the purpose of such support services as we move towards a commissioning organisation but within the parameters of the proposals I think the new configuration is as sensible as any other. I am far less concerned with management structures than with behaviours, and provided the structure supports teams and individuals to drive the improvements we all want for the organisation and the city then it's fine. Within my own area of work, I have always felt free to work across directorates and services, supporting the organisation's involvement in strategic partnerships and assisting members and officers with policy work. Previous changes to service and directorate structures have not impeded that and I am confident that they will not do so in the future, while each also throws up new opportunities. For example, being part of Julian Wooster's directorate in the last year has enabled Strategy to develop stronger links with children's service. I look forward to similar opportunities both between HR, API and Legal and as part of a wider set of support services.	Individual	Audit and performance
MR48	Centralisation of support services	Comment regarding role of support services	Response:A real concern that whatever the final re-structure is there should be work carried out to devolve more of the support service roles and resources to front-line services so that the help that they offer can be more accessible and better shaped to suit the service needs.	Team response	DMT
MR48	CCDS	Opposition to CCDS being included as support service	Response:A belief that customer services is a 'people' service and not a 'support' service and should therefore not be brigaded with 'support' services.	Team response	DMT
MR10	CCDS	Opposition to CCDS being included as support service	Response:Describing Customer, Community & Democratic Services as a support service seems odd. What synergies will they have with Support Services? Surely their main links are with Front Lines services. Wouldn't it be better to put CC&DS in the Directorate whose customers are or could make most use of the Help Desk and/or Third Sector?	Individual	Financial Services
MR35	Registrars move to CCDS	Support for move	Response: I am more than happy that Registrars joins CCDS, can see value in terms of 'one and done' for our customers as well as several income opportunities – but am relatively relaxed that we can achieve these through transformation either way.	Individual	CCDS
MR20	Dem services move to ML directorate	Support for Dem services to report to city solicitor	Response:Democratic Services transferring to come under the Directorate of City Solicitor does make sense as there is close working between us.	Individual	CCDS

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR28	Merger of HR, Legal and API	Review of front line and key support services	Response: Bringing together legal, HR and Strategy into one service, gives rise to an opportunity to review the relationship between the front line and these key support services. There is a concern from staff that overtime there has been a dilution of expertise within HR and legal in relation to service requirements. To some degree this situation has improved with regard to HR now that we have a business relationship manager with a social care background, who we have brought into our management team. However the growing feeling is that the priorities for front line services, who support local residents both in individual cases or strategically, are not always shared by some support services if they do not fit within their overall work schedule. As a consequence this places a burden on staff who do not have expertise in these areas, or it creates delay, or results in extra costs through having to seek support from outside of the organisation. Whilst the structure may not change to any great deal from that which is being proposed, there is still an opportunity for greater devolvement of support service functions to front line services whilst being co-ordinated by the new overall Head of Service. Providing the right levels of support to front line services can deliver efficiencies. (Full response see MR28)	Team response	Adult social care
MR50	Merger of HR, Legal and API	Head of service structure	Response:Given the financial climate I support the general principle of 4 Heads of Service for Support Services. Given that the Strategic Director will also fulfil the Chief Legal Officer role and regardless of how the Services themselves are configured, I believe that the Council will be best served if there are SD / Head of Service Professional leads as follows: Legal (SD), Finance (HoS),HR (HoS), IS (HoS),Customer Service (HoS)	Individual	Financial Services
MR23	Legal service	Opposition to proposed merger of services	This response requests that their revised structure(s) and comments put before informal cabinet of the 19 March 2012 be considered. They also ask that comments of the 9th April 2012 are also put forward, once again, including legal services team managers comments collated before the 10th April 2012 employment c'tee. The respondent also feels that have not had issues and queries put forward satisfactorily responded to. The respondent feels the revised amalgamated structure for support services will not work as it has not been thought out well.(Full response see MR23 together with copies of previous documents referred to)	Individual	Legal, Licensing & Registrars
MR14	Merger of HR, Legal and API	Opposition/question to service merger	Response:What is the connection between HR, Legal & Performance that makes them viable as 1 service?	Individual	Financial Services
MR47	Merger of HR, Legal and API	Opposition to current proposal	Summary: This is a detailed response which highlights concerns with the current configuration of services within the proposal, it makes alternate suggestions including the move for Audit for finance and the move for strategy to CCDS (full response see MR47)	Individual	CCDS
MR30	Merger of HR, Legal and API	Concern about the rationale, but support for the opportunities it provides	Summary: This is a detailed response which relates concerns regarding the rationale behind the merger of support services, but welcomes the opportunities that the merger offers (full response MR30)	Individual	Audit and Performance Improvement
MR17	Merger of HR, Legal and API	Concern regarding services within merger	Response:The HR/Legal/API cluster is a wide ranging portfolio. Too wide and some groups do not appear to be appropriate, e.g. HR with Procurement/Audit/Strategy, HR might fit better with other support services.[…]The 151 officer has responsible for Audit, so Finance could take this function. This partly addresses the point above.	Team response	Human resources
MR17	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Response:The proposal of having a cluster makes sense, given the reasons behind the need to change.	Team response	Human resources
MR16	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Summary: This is a detailed response which covers the individuals support for the proposed service merger and the opportunities they foresee in having a more strategic focus to HR and legal (full response see MR16)	Individual	Audit and Performance Improvement
MR25	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Summary: This response is broadly supportive of the proposed changes in the senior management restructure, and points to a number of synergies with API, HR and Legal. The response also highlights some concerns and suggests some ways in which the long-term planning of any future restructures could be enhanced. (Full response see MR25)	Team response	Audit and Performance Improvement
MR19	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Response:There are a number of synergies between the services pulled together in the new HR, Legal and Performance Improvement Service. I am slightly concerned not to see Transformation mentioned directly however. It makes sense for an organisation whose employees are going to go through a lot of change in order to deliver the necessary savings, for HR, Legal and Transformation to be in the same service. This new service sits more comfortably in the Support Services directorate rather than Young People although the inclusion of API within the Young People directorate over the last year helped to make some very good links.	Individual	Audit and Performance Improvement

MR31	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Response:Proposed restructure involving HR, Legal and API, provides an ideal opportunity to review the current structures & roles to: Ensure that the services are structured from Head of Service down, to meet the existing and future needs of the organisation and that roles accurately reflect job titles and are understood within the organisation. Where available, we should seek comparators with industry standards or benchmarks and understand where there are opportunities to seek efficiencies. Service delivery is geared to ensuring an effective, high quality output provided by staff with the correct skill sets. Synergies between existing teams is explored and maximised and the new structure is sufficiently flexible to meet the challenges to the organisation moving forward. - This response includes an example relating to L&D (Full response see MR31)	Individual	Audit and Performance Improvement
MR32	Merger of HR, Legal and API	Support for merger of HR, legal and A+P, but with questions regarding transformation team	Summary: This is a detailed response which highlights opportunities for efficiencies and savings from reviewing activities and designing a combined support service. This response also questions how the transformation team will fit into the future plans. (Full response see MR32)	Individual	Audit and Performance Improvement
MR44	Merger of HR, Legal and API	support for licensing move	Response:The team was positive about the move of licensing to HIDS and Community Safety but urged a greater understanding of need and the wider contribution that health and community safety can make to the city's priorities.	Team response	Community safety
MR24	Merger of HR, Legal and API	Support for merger of HR, legal and A+P	Response:Bringing together HR, API and Legal will create a stronger support service, with enhanced capacity, that has the potential to offer better and more co-ordinated support for our other services. There are a number of potential links and synergies which can be developed within the new structure all of which will help us move to an organisation that is constantly transforming and improving. The values and behaviours within the organisation are actually more important than the structures in terms of achieving this continuous improvement, but a good structure can make this easier to achieve. The new service can have a strong focus on both governance (strategy, internal audit, legal and procurement) and on performance management and continuous improvement (strategy, internal audit, transformation, HR and organisation development). Bringing together these elements should improve the effectiveness of the whole organisation. Looking specifically at the Strategy Unit I believe that the changes provide opportunities for closer working and better coordination for example with legal on governance and on policy implications / horizon scanning and with HR on performance management (from service to individuals) and enhancing the organisational capacity and how it develops. (full response see MR24)	Individual	Audit and Performance Improvement
MR17	Merger of HR, Legal and API	Suggested alternate structure	Response:Procurement / Audit and Insurance go to Finance – not appear to fit with others in proposed box, Facilities and Strategy to CCDS– seems a better fit, HR to IS but call Support Services – similar business model and appear to want/understand us?, Regroup Legal with HCC – shared service? Or to finance – better fit, Therefore leaving 3 boxes further HOS saving. Revs and Bens to finance – longer term perhaps further HOS saving.	Team response	Human resources
MR49	Merger of HR, Legal and API	Comment regarding API	Response:I do think that the head of service needs to be able to continue to bring together the synergies of strategy, audit, risk, and performance improvement. It would be a pity if the great strides we have made as a service were to be lost or diminished. I believe the formation of this team has, under Jon's vision and direction, helped to improve the performance of the Organisation.	Individual	Audit and Performance Improvement
MR32	Merger of HR, Legal and API	Non inclusion of transformation team	Response:Firstly, 'the transformation team' who sit in API, have not explicitly been referenced on any of the 'look up' tables, nor on the new teams to be allocated in the larger support service with the rest of the API service. I feel it should have been recognised in the charts. (Full response see MR32)	Individual	Audit and Performance Improvement
MR35	Merger of HR, Legal and API	Suggestion for 'employee engagement' move to CCDS	Response:Finally, employee engagement would without doubt be better placed with communications and customer functions.	Individual	CCDS
MR30	Merger of HR, Legal and API	Suggestion that the Equalities team also be considered in merger	Response:I would suggest that there could be a home within the service for equalities (a clear organisational governance issue, and also about evidence basing and service design) and consultation/user voice analysis, and area of weakness in the organisation at present. Currently located within the CCDS area, they are areas that arguably lose focus in a service rightly and successfully focused on improving customer transaction and interaction with the authority, and supporting the democratic process. (Full response see MR30)	Individual	Audit and Performance Improvement

MR35	Merger of HR, Legal and API	Suggestion for 'strategy' move to CCDS	Response:I remain convinced that the 'strategy' part of API should transfer to CCDS as there is already significant overlap in areas such as Localism Act outcomes – right to challenge etc, the administering of bodies such as LEP, Health and Wellbeing etc. With the resource available we could benefit from far improved scrutiny, research for customer management etc , there are strong relationships with community engagement and the 'historic strategy role' could benefit greatly from a better understanding and involvement with the customer and communities and improve the council wide knowledge base . Performance management of the organisation aligned to customer, community and democracy – doesn't that sound right ? I also believe this transfer could achieve relatively quick savings of between £50 to £100k on-going.	Individual	CCDS
MR50	Merger of HR, Legal and API	Suggestion for additional inclusion in services	Response:I would also suggest that consideration be given to including the Revenues & Benefits Service within the Support Services Directorate for the following reasons: It is a largely transactional service like many of the functions of the other Support Services, amalgamating all transactional services under a single directorate may provide a more favourable infrastructure to exploit shared service opportunities In the future, the Welfare reforms will remove Housing Benefit as a Local Authority function, leaving Council Tax/NNDR Billing and Council Tax Benefits as the major function of that Service. This is a transactional Service responsible for collecting a statutory charge. The back end of this process (i.e. Council Tax / NNDR Recovery) resides in Finance (with the Recovery functions of Sundry Debtors) and therefore there are synergies with Finance and it could be beneficial for both Services to be within the same Directorate.	Individual	Financial Services
MR16	Recruitment process	Support for ringfencing recruitment to existing HOS	Response:The recruitment to the new API/HR/Legal Head of Service role should be ring-fenced to the existing Heads of Service who are at risk of redundancy, thereby retaining existing talent, minimising redundancy and recruitment costs, and aiding a smooth transition to the new structure. There is considerable precedent for merging entire services together without triggering an external recruitment process (e.g. Economic Development merger with Community Housing, Adult & Family Learning merger with Community Housing, Democratic & Community Engagement merger with Customer Services) and there does not appear to be a strong reason for breaking this precedent. Indeed, for the post of Head of City Development and Culture, there appears to be an assumption that the existing Head of Culture and Leisure will slot into this role even though it is an amalgamation of several different service areas and bears little resemblance to the existing Head of Service role. (full response see MR16)	Individual	Audit and Performance Improvement
MR22	Head of service	Comment regarding appointment and role of HOS	Response:I would want and expect that person to manage and lead with a greater emphasis upon structural change and with an ability to work up and down the tier structure. Delegation - This process will require clarification and restructuring given that the new appointment may not be legally qualified. My own view would be to add support to any new appointment thereby seeking to demonstrate mutual respect and an ability to work toward common goals. Legal advice - The new appointment will need to fully accept that the current process of advising and cascading legal advice is changing and that the current work put in place by the current 2nD tier Head will need to carry on. That said the current changes are open to scrutiny and there will need to be an honest dialogue if the future problems with respect to service delivery are to be met.	Individual	Legal, Licensing & Registrars
MR16	Role of Head of service and lead professional	Comment regarding the need for professional leads	Response:As the number of services reduces, it is inevitable that Heads of Service will be required to manage wider portfolios of service areas and, as such, will not be able to act as lead professional for every area. There are already plenty of examples from across the council of large service areas being run by a Head of Service without a relevant professional background (e.g. AMS, Environmental Services, Democratic Services, HIDS). These examples illustrate that it is perfectly viable for a competent manager to lead a cluster of service areas provided that there are strong synergies between those areas and that the relevant professional skills are present at 3rd tier and below. Therefore, there is no reason why the lead professional role for areas such as HR, Legal, Audit and Procurement cannot be provided effectively within the proposed support service structure as long as managers at 3rd tier and below are sufficiently skilled, empowered and supported.	Individual	Audit and Performance Improvement
MR17	Professional leads	Suggestion that HR should have a professional lead within service	Summary: This is a detailed response which includes a number of requests that HR has a professional lead within the merged service, and strong concerns should this not be actioned. (Full response see MR17)	Team response	Human resources

MR22	Governance	Support for new service having non professional head so long as supporting processes are in place	Response:The possibility of the New Directorate having a non lawyer at the head is not really an issue the role is essentially management/strategic in nature. That said I would want to advocate a clear chain of command/communication to the Monitoring Officer with appropriate Deputy Monitoring Officers being clearly in place within that structure. Whilst I see the Third Tier as essentially operational in nature , greater involvement would be welcomed in the sense that decisions can be dealt with quickly and fully explained, thereby enabling greater ability to case hold and team manage instead of the current heavy management slant.	Individual	Legal, Licensing & Registrars
MR50	Reporting lines for Audit	Suggestion that Audit should report directly to S151 officer	Response:I believe that Audit would receive a better strategic lead from the Head of Finance rather than a Head of HR, Legal and Audit & Performance Services for the following reasons: The Head of Finance & S151 Officer has the statutory responsibility for Internal Audit; The Head of Finance & S151 Officer is professionally trained, skilled and knowledgeable in the work of Audit; There are no obvious synergies between Audit and the other functions in the currently proposed service.	Individual	Financial Services
MR15	Reporting lines for Audit	Suggestion that Audit should report directly to S151 officer	Response:The S151 Officer is responsible for ensuring the proper administration of the financial affairs of the authority, which is also the Audit team's key function. The Audit Manager is required to report any breaches to the Financial Rules to the Monitoring Officer and the S151 Officer. Therefore it would seem appropriate for Audit to report directly to S151 Officer. ·The S151 Officer is responsible for the operation of and must approve any changes to or new financial systems (Financial Rules A11 (k) and A13 (e)).	Individual	Financial Services
MR5	Reporting lines for Audit	Support for service merger, concern about reporting lines	Response:Whilst I support the recommended changes for a merger of API, Legal and HR I would have a concern if Audit no longer reported direct to the Head of Service. The Accounts and Audit Regulations refer to Audit Standards and in the guidance attached to the Regulations it refers to the CIPFA Code of Practice for Internal Audit in the UK as being the standard that would apply. In the CIPFA Standards it states that the Chief Internal Auditor (or equivalent) should report to no lower a tier than Corporate Management Board. I have these documents if anyone wishes to review them.	Individual	Audit and Performance Improvement
MR19	Sustainability and carbon management	Opposition to proposed move of carbon management to transport	Summary: This is a detailed response highlighting concerns regarding moving carbon management away from the strategy team and the potential detrimental impact that would have on PCC sustainability agenda. The response also contains suggestion for where team should focus future efforts and recent achievements (Full response see MR19)	Individual	Audit and Performance Improvement
MR26	Sustainability and carbon management	Opposition to proposed move of carbon management to transport	Summary: This is a detailed response which argues that sustainability and climate change are organisation wide issues which are better co-ordinated and looked after by strategy unit. (Full response see MR26)	Team response	Audit and Performance Improvement
MR30	Sustainability and carbon management	Opposition to proposed move of carbon management to transport	Response:On the location of Strategy Unit officers currently working on sustainability and carbon management. Removal of these officers would mean that the unit is reduced to 5 officers, and the viability of this as a stand alone unit could be in question. My opinion is that the organisation does need a central, flexible capability – particularly in the absence of a more traditional Chief Executive's/Directors' office to support the senior leaders of the organisation on emerging agendas. (Full response MR30)	Individual	Audit and Performance Improvement
MR16	Sustainability and carbon management	Opposition to proposed move of carbon management to transport	Response:I am concerned about the proposed move of Carbon Management away from the strategy unit. This appears opportunistic to me, and seems to be based on nothing more than a vague notion that all things "green" should be grouped together. I am unclear what the relationship is between carbon management and waste. I suspect that "carbon management" was intended to mean "sustainability". Sustainability is a wide ranging agenda, of which "environment" is only a part, and carbon reduction and waste management are only subsets of that. Assuming that sustainability is only about "being green" is missing the point. No one was able to provide a clear rationale for such a move before, and to my knowledge none has emerged since. I believe that the arguments for retaining this role within Strategy remain good. There is also a danger that, in hiving off individual elements of the Strategy Unit, the overall capacity and effectiveness of the unit will be reduced. Also, just to clarify, the numbers of staff affected by this element of the proposal are: one FTE on Carbon Management and one FTE on the wider sustainability agenda. (Full response see MR16)	Individual	Audit and Performance Improvement

MR24	Sustainability and carbon management	Opposition to proposed move of carbon management to transport	Response:I would fully support a proper review that looked at what the organisation is trying to achieve for sustainability and climate change and then looked at what structures would best support that. This proposal was initially made last summer but an attempt to look at the totality of the issue was not taken forward partly because of a lack of appetite and partly because issues were too tied up with changes to the E&T structural review that was underway. I firmly believe that we should now undertake a more fundamental review that looks at the totality of the resource that is supporting climate change and sustainability and considers what structure best facilitates effective working to achieve the organisational aims and Member priorities. Secondly I do have a concern about the impact on the Strategy Unit. The loss of the 2 staff engaged in climate change and sustainability work (and not 3 as stated in the report) should have little direct impact on the capacity of the unit (in the sense that their workloads and priorities would need to transfer with them). However it will make the Strategy Unit a small unit. The support that the unit offers to Strategic Directors and SDB would still be provided but if a future re-organisation looked to merge the Strategy Unit with other teams, in response to the viability issue, there might be a danger that our focus and support would be diminished. (Full response see MR24)	Individual	Audit and Performance Improvement
MR18	Sustainability and carbon management	Concern about proposed move of carbon management team	Summary: This response highlights concerns regarding the move of carbon management away from the strategy team, however recognises that it may also provide opportunities. This response also details the role of a carbon reduction officer (Full response see MR18)	Individual	Audit and Performance Improvement
MR16	Transformation and centralised projects team	Suggestion regarding the creation of a centralised project team within API/HR/Legal service	Response:The proposed structure provides an opportunity to bring together the elements of API and HR currently leading and supporting change, not just through the Transformation Programme but across all organisational change programmes. The API service has stepped back into a more supportive role around the Transformation agenda, which has enabled a much greater level of buy-in across the organisation. However, this has resulted in a lack of accountability and role clarity that will increasingly become a risk as the programme starts to create real change. (Note: The Transformation Team does not appear on the proposed chart, although I understand that it is counted within the numbers for Strategy) I think there is need to consider a range of options around project management, including the creation of a flexible resource pool, and creating a major project delivery team. Whilst I am supportive of the creation of a new major projects delivery team with the City Development & Culture Service, I think there is still a requirement for some central co-ordination of major projects and programmes, and also for independent project assurance. This is best provided from the API/HR/Legal service. (full response MR16)	Individual	Audit and Performance Improvement
MR17	Previous HR restructure	Comment regarding previous restructure of HR	Response:We are disappointed that previous reviews of HR have been shaped by personalities and the preferences of individuals and not by genuine organisational need. Roles have been created with no genuine understanding of whether they are needed in that format or quantity and there has been little thought given to developing the skills of existing staff to allow them to achieve internal promotion.	Team response	Human resources
MR22	Legal regulatory function	Comment regarding movement of licensing team	Response:The reasoning for licensing to be crafted onto Legal is not really that important in the sense that it (licensing) as an add on need not be located with Legal and can easily be parked within alternative Departmental structures. Licensing as a fully independent Department lends itself to movement without problem .	Individual	Legal, Licensing & Registrars

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR48	AMS split	Suggestion that proposals should be reviewed to keep strong commissioning role	Response:The proposals linked to Asset Management need to be reviewed in light of the known needs of the current service and a better understanding of how Housing Services can best undertake the corporate landlord role. The commissioning role must rest with the corporate landlord role to avoid significant extra costs and ensure minimum disruption to the current arrangements with contractors. Housing Services do not undertake repairs themselves, they commission them. There is a strong commitment to supporting the regeneration work proposed for the city, but this commitment can be better translated into supportive action if the landlord role keeps the commissioning from external contractors and developers in one place. There clearly needs to be a good working link back to the regeneration directorate and the ground rules for this working link need to be agreed. The alternative may be to move Housing Services with the Regeneration Directorate.	Team response	DMT
MR19	AMS split	Opposition to split of AMS	Response:I am concerned about the rearrangement of AMS and the potential for them to be split across 3 different services. This may lead to duplication, lack of synergies and opportunities being missed. From a sustainability and climate change point of view if the Utilities section is too detached from the design and maintenance team then PCC could end up storing problems up and costs for the future as buildings are designed without the full consideration to sustainability and efficient energy use	Individual	Audit and performance
MR33	AMS split	Opposition to proposed split of AMS	Summary: This is a detailed response which highlights concerns with the proposed split of AMS. This response proposes the Corporate Landlord is vitally important to the way the Council should operate and for it to work the three elements of maintenance, design and property need to be 'intelligently commissioned' and that splitting ams will damage this 'commissioning' relationship. (full response see MR33)	Individual	Asset Management
MR51	AMS split	Support for Landlord maintenance move, with a suggested alternative for AMS move	Summary: This is a detailed response which supports the move of certain elements of AMS to housing, but requests consideration for whether AMS and housing are best fit in their current directorate and suggests Housing and AMS repairs move to within regen directorate (full response see MR51).	Individual	Housing services
MR34	AMS fleet transport	Suggested move of dispatch vehicle pool to transport and street management	Summary: This is a detailed response which suggests moving the dispatch service to Fleet Management remit under the Transport and Environment Service. The response also suggests opportunities for developing the dispatch service. (Full response see MR34)	Individual	Transport and street management
MR8	AMS - Fleet transport	Suggested move of dispatch vehicle pool to transport and street management	Response:Area – Transfer of Facilities from AMS to IS. Specific Area – Despatch vehicle pool. Reference – Corporate Transport Efficiency Review Jul 2009 1. In line with the findings of the earlier work based on the review of transport (identified at the reference), it is considered that there is opportunity in the proposed restructure to better align part of the Facilities functions linked to the Despatch vehicle pool and transfer the responsibility for their management and operation to Transport & Street Management under the Fleet Manager role. 2. The outcome would be that the Despatch vehicles would be under control of the Fleet manager who is sighted on the operation/ capability of all PCC vehicles and the benefit would include the ability to maximise vehicle usage and offer spare capacity as part of a wider transport solution to other PCC users. If this area is developed, there are further opportunities to explore efficiencies with other service users and also reduce grey fleet mileage (employee use of own vehicle) and operating costs. 3. If the Fleet Manager was consulted by services on new vehicle acquisition, this would present the opportunity to influence decisions on future spend and in some cases, negate potential outlay in terms of new leasing arrangements. This is especially true, where PCC has existing vehicle capacity / capability and thus vehicles could be viewed as PCC and not single service assets.4. This suggestion is seen as very much an enabler towards creating a more and efficient and effective transport fleet.	Individual	Transformation
MR10	Landlord maintenance move to HM	Support for Landlord maintenance move	Response:Though it is only apparent from the useful "Look up table" moving Landlord's Maintenance across to Housing Management must be a good move, a classic example of where the economies of scale should help. Add that to the fact that Housing Management are well managed and very customer focussed and the move seems bound to lead to a more effective and efficient service to both the front line and Corporate centre.	Individual	Financial Services

MR50	AMS Facilities move	Opposition to move of facilities to IS	Response:The synergies or expected benefits of placing Facilities in IS are unclear. The function would appear to sit better either with Property or Customer Services (i.e. either with the professional lead or the client user)	Individual	Financial Services
MR1	AMS structure	Question	Response:Is it possible to be more specific about the AMS structure, specifically Design; as its not clear if these services appear	Individual	Asset Management
MR3	AMS structure	Question	Response:There appears to be no mention of Asset Management Services (AMS) in the new organisational structures proposed. Can you advise where AMS is incorporated into Appendix 3, 3a/3b, or is AMS to be disbanded altogether?	Individual	Asset Management

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR19	Relocation of planning transport and env	Support for 'regen' directorate	Response:The concentration of Planning, Transport and Environment, Economic Development and Culture in the same directorate will enable major projects to be delivered.	Individual	Audit and Performance Improvement
MR21	Planning and regen	Support for 'regen' directorate + suggestion that 'strategic property' team should also be included	Response:Overall there seems to be logic to the proposed restructuring, however as the Planning Service and Regeneration are integrally linked it would seem more logic to make this one team (Planning and Regeneration Service) which would provide developers and investors one point of enter to the Council with clearer ownership within the Council about delivery. If the Council are serious about delivering regeneration then strategic property needs to sit within one of the teams under the Regeneration SD , another structure would be likely to result in inefficiencies, misunderstandings and hinder delivery.	Individual	Planning
MR27	Planning and regen	Support for 'regen' directorate, but with concern about taking on carbon management	Response:The grouping of services into more clearly defined directorates is, I believe, a sensible approach and the potential of the newly configured Regeneration directorate is particularly exciting for the future of the city with its clear focus on areas such as city development and inward investment, economic growth and managing contracts, major projects and infrastructure. I would have concerns about the effectiveness of that being diluted by taking on key corporate issues such as sustainability, just as I would worry about sustainability being reduced to just waste and carbon reduction.	Individual	Audit and Performance Improvement
MR39	Planning and regen	Support for 'regen' directorate + suggestion that 'strategic property' team should also be included	Response:There is agreement that the services falling within City Development & Cultural Services are a good match and that there is a considerable logic to collocate services that are responsible for bringing investment in to the city.	Team response	Planning
MR29	Transfer of Parks and Recreation Services to Transport and Environment	Opposition to move of Parks and recreation	Response:My initial reaction is why split up Cultural Services when the various services that make up Cultural Services are working well together, they have similarities and synergies. The Parks and Recreation Services are more than contract managers. Contract management is a means to delivering elements of the service. There is currently a significant focus on restructuring, where services will be located and whether they will be split up, however the bigger short term issue is how the savings required over the next 2 to 3 years will be found. The majority of the Parks and Recreation Services spend is on services that have been contracted out through competitive tendering, we have cut services, transferred services to the third sector and have reduced staff through voluntary and compulsory redundancy. It is difficult to see where further savings will be found without decimating the current offer, whether that be with Parks and Recreation as part of Cultural Services or as part of Transport and Environment.	Individual	Culture
MR45	Transfer of planning to City dev	Support for move	Response:The most positive aspect of the restructure is that the Planning Service is shown to be kept together rather than divided into separate regulatory and policy activities. To deliver the best service for developers, residents, elected members and any other parties, I firmly believe that all the elements of the Planning Service (including development control, policy, conservation, projects, building control and contaminated land teams) should be maintained as a single service area. Fragmenting Planning into different service areas would not help our customers and potentially harm planning's role in delivering regeneration.	Individual	Planning
MR39	Transfer of planning to City dev	Support for planning to be kept together	Response:There is agreement that the Planning Service should be kept together and not split up amongst different service areas. Keeping the policy, development control, projects, conservation, building control and contaminated land teams together within one service area will ensure the best possible service for elected members, developers, residents and all other stakeholders in the city. This is also essential in terms of the flexibility to use budgets effectively and for staff development across the Planning Service. If the Planning Service were to be split up amongst other service areas there is the potential for confusion and a lack of ownership or responsibility for the constituent parts of the development process.	Individual	Planning

MR39	Regen/Project dev team	Concern/question about role of regen delivery team	Response:There is some concern over the role of the Regeneration Delivery Team and that this may diminish what we do as a purely planning service. Staff felt that this could be successful if part of a wider Planning and Regeneration Service but if it was not then there would be potential for confusion as it could be perceived that there were '2 different local planning authorities' within the council. There is a strong view that planning has always been at the heart of regeneration and that given the right blend of skills within the Regeneration Delivery Team we would be in a much stronger position to help deliver the Regeneration Strategy.	Team response	Planning
MR39	Planning and regen	Suggestion that additional services be integrated with planning	Response:There is a view that other service areas could be introduced in to the Planning Service and that would complement our work. In particular there would be synergies with service areas such as, for example, transport policy or economic development.	Team response	Planning
MR13	Regen/project dev team	General support for move of Planning Services to City Development & Culture Services, but highlighting practical concerns and questions	Summary: This responses give feedback on the development of a Regeneration, project development & strategic property and raises a number of questions regarding how the regeneration, project development team will be identified, whether posts will need to be applied for, and concern regarding duplication of work, suggesting an alternative approach (Full responses see MR13)	Individual	Planning
MR7	City dev and Cultural services structure	Question	Response:The proposed structure chart for the City Development and Cultural Services shows a figure of 218 FTE posts - could it be confirmed how many posts the teams and departments shown as falling under this new set up currently employ?	Individual	Planning

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team response	Service
MR9	Transfer of Oracle team to IS	Opposition to move of EBS team	Summary: This response highlights concerns regarding moving the Oracle team to IS, citing a high dependence of the finance team on the system and the knowledge of the EBS team (Full response see MR9)	Individual	Financial Services
MR12	Transfer of Oracle team to IS	Opposition to move of EBS team	Summary: This is an in-depth response regarding the proposal to move EBS support to IS. It covers concerns regarding team resilience, development resource, suggests that additional resources would be required to support the move (response includes a flowchart showing additional process steps, resource requirements and extended testing time likely for a typical upgrade) and impact on team flexibility is team were to move to IS. (Full response see MR12)	Team response	Financial Services
MR10	Transfer of Oracle team to IS	Opposition to move of EBS team	Response:Similarly the proposal to move the Oracle Team, which manages our core Financial Systems, in it's entirety to IS carries the likelihood of increased financial risk at a time of significant financial pressures. There's nothing quite like making serious financial errors for attracting the sort of publicity that calls an administration's competence into question so any such change must be subject to a rigorous risk analysis and mitigation approach	Individual	Financial Services
MR50	Transfer of Oracle team to IS	Opposition to move of EBS team	Summary: This is a detailed response which opposes the re-location of the entire Oracle Support Team to IS. The response highlights that a large proportion of their work (approx. 45%) is finance and other end user related activity/functions (e.g. HR, Payroll and Procurement related) and also details concerns regarding financial control, loss of efficiency and reduced responsiveness, loss of system integrity and accountability. (Full response see MR50)	Individual	Financial Services

Ref	Areas covered	Theme	Response / Summary and reference	Individual/team	Service
MR28	Voluntary sector support	Support for VSS move	Response:There is agreement that Voluntary Sector Support would sit better within the 'People' framework, and as such linked to the Integrated Commissioning Unit. Given that the ICU is expanding rapidly, we need to be mindful of management capacity and how the people involved are actually managed day to day, nonetheless this is something we can look at if this move goes ahead.	Individual	Adult Social Care
MR36	Voluntary sector support	Support for VSS move	Response:Regardless of whether VST sits in CCDS or ASC, we would like to express our commitment to continuing close working between the team and parts of CCDS, particularly community engagement, to show our support for continued progress in that area. It is essential that the Voluntary and Community Sector retains its independence and ability to challenge ,and that the VST can work in partnership with both the voluntary and community sector and services to ensure a corporate approach. We are confident that will happen wherever the team resides.	Team response	CCDS
MR48	Voluntary sector support	Support for VSS move	Response:The proposal to move the Voluntary Sector role to Adult Services is viewed as a positive way of recognising its relevance to 'people' services.	Team response	DMT