



Leicester
City Council

EIA for the Organisational Review of the Senior Management Structure– 2011

Part 1: proposals for service changes to the customer.

1. Describe the proposed service change.

The new structure proposals create four new departments each headed up by a Strategic Director. Line management responsibility for the Strategic Directors lies with the Head of Paid of Service, City Mayor and Deputy Mayor. The Strategic Directors and Head of Paid service will have strategic, operational financial and managerial responsibility and accountability for a portfolio of services and council wide priorities.

2. Present a profile of the current service customers (see question 5 for internal customers). Indicate whether they are economically or socially disadvantaged (how we define what constitutes deprivation). If so, how disadvantaged are they (those on benefits; those reliant on state services - measures which alleviate deprivation)?

The current service customers will be the population of Leicester and well as internal customers, including Elected Members and all staff within the council.

The gender profile of the population Leicester* and LCC staff is given in Table 1

Table 1

	Male		Female		Total
		%		%	
Population of Leicester	134790	48.2	145133	51.8	279923
Leicester City Council Staff	5963	39.5	9132	60.5	15095

The ethnicity profile the population of Leicester* and LCC staff is given in Table 2

Table 2

Section	White British / Other		BME		Unknown/Not Given		Total
		%		%		%	
Population of Leicester	178739	63.9	101184	36.1	-		279923
Leicester City Council Staff	8426	55.8	3481	23.1	3188	21.1	15095

* figures for population of Leicester are from 2001 Census and Leicester City Council staff from the Report of the Director of Human Resources on The Council' Employment Profile presented to SMB 27th October 2009

3. What is the impact of the proposed service change on the current customers? Which customers will be affected? How will they be affected?

The review creates a structure which fits with the new model of political governance and will result in clearer lines of accountability than the previous matrix management model. Giving full strategic and operational responsibility along with responsibility for a portfolio of services to strategic directors will help to create and maintain an effective corporate approach to cross cutting work and should result in an improvement in the quality of services to the public.

4. Would this have an adverse impact on any particular group of customers? In what way? Describe as fully as possible.

Although this review results in a reduction in capacity at director level driven by the financial savings targets to be achieved, the bringing together of some the divisions in the way suggested in the proposals creates better synergies and should result in improvement in services overall.

5. Will the proposed change have an impact on internal customers?

No

6. If there are any adverse impacts, how would you mitigate any adverse impact identified?

Part 2: impact of service change proposals on staff

1. Describe how the proposed service change will affect the present staff complement.

The proposals will result in a reduction of Senior management posts from 25 to 20. Due to a number of voluntary redundancies being approved, there are 20 existing post holders and 20 posts in the new structure. 2 of these posts are at a lower level director grade. There are 3 situations where staff will be in direct competition for posts and therefore there is the potential for a number of staff to be displaced. The posts at the lower level director grade may not be suitable alternatives for 'matching' or redeployment due to the salary level

2. Present a profile of current service staff, by tier and by demographic characteristics. How representative are staff compared to the population of the city?

Gender

Male		Female		Total	
	%		%		%
7	35	13	65	20	100

This compares favourably with the gender profile of council employees given above (40:60)

Ethnicity

White British/ White Other		BME		Unknown/ Not Given/ Other		Total	
	%		%		%		%
20	100					20	100

BME staff are not represented at this level.

3. What is the impact of the proposed service change on the current staff complement? Which staff will be affected? How will they be affected? What will be the impact of the proposed staff changes on the representative workforce profile of the service?

In the proposed placements for the review there are 3 competitive situations involving 6 members of staff as follows:

2 White males competing for one post - 1 white male will be displaced.

2 white females competing for one post – 1 white female will be displaced- this is currently on hold

1 White female and 1 white male competing for one post – displacement unknown.

There are also a number of staff who will be placed subject to competency interview.

The gender / ethnicity breakdown is as follows:

5 white females and 2 white male.

The gender / ethnicity breakdown of staff assimilated directly without interview is.

5 white females and 2 white males.

4. Would this proposed change have any adverse impact on any particular group of staff? In what way? Describe as fully as possible.

This will not be known until after placement is completed.

5. If there are any adverse impacts, how would you mitigate any adverse impact identified?

The interview process will be conducted in line with Council policy for appointment of directors – i.e. Member appointments.

The panel will be advised by HR

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