

Restructure Consultation

Breakout groups	Executive Directors/Mayor	Structure			Other
		Silo vs One CPCA	Strategy	Culture	
Corporate Service	<p>Need to be more communicative, no barriers, open to challenge, walk the virtual floor,</p> <p style="color: red;">Agreed – will need to be included in behaviours</p> <p>To be able to challenge openly,</p> <p style="color: red;">As above</p> <p>More informal comms in the post Covid environment important,</p> <p style="color: red;">As above</p> <p>Clarity on structure and permission on what is and isn't acceptable from a comms perspective – directors need to clarify the engagement rules,</p> <p style="color: red;">As above</p> <p>Lack of real clarity on who does what, directors will need to explain,</p>	<p>Need to ensure that the business board doesn't become another silo</p> <p style="color: red;">Agreed – new director will need to ensure appropriate and meaningful engagement.</p> <p>PMO and corporate services sit well together (not me honest!)</p> <p style="color: red;">Noted</p> <p>Other directorates need to share more</p> <p style="color: red;">Agreed - key aim of new structure to remove silos.</p> <p>Nothing screams out that seems to play to the wider stakeholder environment – ie what will other councils think and where do they “engage”.</p> <p style="color: red;">New director roles will be more targeted ensuring stakeholders, including other Councils, are actively engaged.</p>	<p>Where does strategic planning/visioning sit within the structure.</p> <p style="color: red;">Resides in the new “box” between the CX and Mayor.</p>	<p>Could tweak the structure but its not about structure but having EXc Directors with the right mind set.</p> <p style="color: red;">Agreed.</p> <p>Need more informal engagement, due to Covid everything has become more formal.</p> <p style="color: red;">Agreed – however this is not a direct benefit of the Tier 2 restructure.</p>	

	<p>Agreed – will need to be addressed by the new Directors.</p> <p>Leadership, direction, support, removing barriers, protect (members) etc</p> <p>Agreed – key aim of the new structure to provide leadership and direction.</p>				
GSENZH	<p>T – Exec Director needs to act as the SRO for the Hub activities. This may not have been considered</p> <p>Agreed – in respect of the SRO observation.</p> <p>W – the scale of team and functions for ED are large, will an ED be able to provide enough support?</p> <p>Noted – this will continually be monitored/reviewed.</p>	<p>S – good to be linked more strongly to Climate activities and also Spatial links will be important</p> <p>Agreed.</p> <p>W - Supply Chain – aligned with business and skills – requires silo'd working to be addressed – this is seen as a big issue in current ways of working and a dependency for successful deliver through the Hub</p> <p>Agreed – addressed elsewhere in this consultation.</p> <p>O – have other CA's been reviewed and learning taken into how this structure was created</p>	<p>O – business links need to be economic development focussed to support a strategic fit of our activity into wider CA work.</p> <p>Agreed</p> <p>O – for NZH to work more closely with business and more creatively with business on hub delivery if strong links can be formed with Economy and Growth</p>	<p>T - CPCA shows the Hub with different names, it is the Net Zero Hub</p> <p>Noted – apology.</p>	

		<p>Although each CA is slightly different in its make up and delivery model, other CA configurations have been taken into account.</p> <p>W – links corporate services need to be strong as the projects require support from all of the functions in that area. This will require work to be mapped out and accounted for in resourcing and roles.</p> <p>Agreed.</p> <p>W – The Hub has specific challenges around external reporting and compliance and relies heavily on support from legal, policy, finance, etc may be more than this structure can support.</p> <p>This will continue to be monitored and reviewed.</p> <p>O – there is a feeling that the Hub team can do more for CA going forward but the silo'd nature of working and lack of resources are a barrier.</p> <p>Noted.</p>	Agreed.		
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<p>Transport</p>	<p>Clear role and responsibilities of each Executive Director</p> <p>Agreed.</p> <p>What is the Executive Team and what do they do? What are they responsible for</p> <p>The Executive Team is the CX and Directors working in a corporate capacity.</p> <p>Transparency and honesty</p> <p>Agreed.</p> <p>Are the Executive Director roles going to be brand new posts or will they be recruited from internally?</p> <p>The roles will be new and advertised in the normal way.</p>	<p>There seems to be a lot of people and services under Places and Connectivity to manage for one Executive Director</p> <p>Noted – however the services themselves naturally link together. If there is a resource/skills issue this will be addressed through the next line management tier.</p> <p>Why are there 3 Executive Directors when currently there are 5? What are the drivers for having this amount</p> <p>The existing structure needs to reflect the current environment within which the CA operates. Over the proceeding years we have seen a reduction in some service areas and an increase in others. This new structure aims to cluster those services together within directorates that meet the current and our projected need. The change in the number of directorates simply reflects this changing environment.</p> <p>An organisation chart that shows the whole of CPCA including subsidiary companies</p> <p>Noted.</p> <p>What teams are responsible for what, how do they feed into the rest of the business</p> <p>Addressed elsewhere in this consultation response.</p>	<p>Does the structure take into account the amount of money that each areas spends and then relate to the number of resources required?</p> <p>The structure has been created to enhance overall deliverability working with our partners and stakeholders. It has not been constructed on a monetary basis.</p> <p>Does this reflect the structure of CCC & PCC? Does this work collaboratively with them?</p> <p>Other Councils that make up the CA are being consulted.</p>	<p>Basic communication – stop keeping secrets. Why do we find things out 2nd or 3rd hand or via the press/social media</p> <p>Noted.</p>	<p>Clarification required around the word consultation. Is this just with staff or with members and Board?</p> <p>Consultation will be across all groups.</p> <p>What purpose does this consultation have?</p> <p>To help inform and identify any particular issues with the intended Tier 2 structure.</p> <p>Have all previous questions asked on the structure been looked at and incorporated into the proposed new structure?</p> <p>Were appropriate</p>
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		<p>Collaborative working with other pillars – on the All Teams call each pillar has a section to talk about what is happening</p> <p>Communications to consider going forward.</p> <p>Or an hourly meetings with members from each pillar talking about what is happening in their respective areas.</p> <p>Communications to consider going forward.</p> <p>Policies and processes being up to date and easily accessible</p> <p>Agreed – further work needs to be progressed.</p>			<p>other sources of information have been included.</p> <p>Is this a restructure of Tiers 3 & 4 as these aren't shown on the proposed structure?</p> <p>At the moment this consultation reflects Tier 2 only.</p> <p>Is the budget ringfenced for the new Executive Directors or is it going to cost more?</p> <p>A Business Case for structural change will need to be constructed.</p> <p>Are they going to be any redundancies around this consultation?</p>
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					The normal processes will apply. If there are people whose roles are redundant, the process is to look at other roles, and if there is no match or agreement to alternatives then redundancy would be discussed.
Finance	<p>Will the current Executive Committees be realigned to the new Directorates?</p> <p>This has not been decided at this stage.</p>	<p>How does the top right box (including mayor support, strategy & policy etc) in the proposed structure fit into the wider organisation? – there is no line linking it to the CEO Does it have its own ‘Head of’ or does each of its teams report directly into the CEO?</p> <p>There will be a dotted line between both the CX and Mayor to this new unit. The team will report to the CEO, and there will be a ‘head’, but role yet to defined exactly.</p> <p>Want clarification of where the line between corporate services and the delivery teams is drawn. E.g. Finance business partners support and</p>	<p>Want clarification of where the line between corporate services and the delivery teams is drawn. E.g. Finance business partners support and challenge budget holders, but budget holders to remain financially accountable for their projects</p> <p>Duplicate – covered elsewhere.</p>		<p>What is the ‘planning’ element under ‘Finance, planning and procurement’?</p> <p>Financial planning.</p> <p>What is the timing of the job evaluation exercise? Does this need to be completed before or during the</p>

		<p>challenge budget holders, but budget holders to remain financially accountable for their projects</p> <p>There is no planned change to the current arrangements.</p> <p>What is the role of the Director of Corporate Services? – we have never had one before</p> <p>As with other directors to provide leadership and direction to the services within their sphere of control. To additionally support the CX and other directors deliver the corporate plans.</p>	<p>How will we 'insulate' the long term objectives of the Combined Authority from the impact of changes in political leadership or balance?</p> <p>The CA is a political organisation and its aim to deliver the aspirations and policies of its Mayor and political leaders. Our aim is not to "insulate".</p>		<p>consultation? Who will be doing this?</p> <p>The detailed JD/PS need to be drafted. These will then be subject to the normal evaluation process.</p> <p>What does better integration with partners actually mean? Are we looking at a Shared Services model?</p> <p>Throughout the consultation others have talked about reducing silos and enhancing engagement with stakeholders. That will be one</p>
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					of the key aims of the Tier 2 restructure.
Comms	<p>Generally welcome new Executive Director roles with a more empowered and strategic responsibility versus the old Director roles. And agreed that there was a need for a stronger role for directors in the area of strategy, including public affairs/stakeholder engagement considerations essential to programme delivery.</p> <p>Noted</p> <p>The need to have a Comms and Engagement Director was raised, someone who can shape strategy at that level, rather than anything being 'handed down'. In addition, is there enough tier 2 support at the organisation-wide strategic delivery level, which could incorporate policy development and public affairs? This may be increasingly important if the Government direction of travel is for more 'bidding' into Government pots of money (SPF, Levelling Up Fund, Bus Improvement Plans, etc etc,) rather than devolved monies.</p>	<p>Communications Team generally was 'wrestling' with the idea of being outside of the Tier 2 directorates, where we fit in, and where the main strategic direction is coming from – which currently could be a combination of CEO, Tier 2 directors and the Mayor. How do we achieve a consistent approach?</p> <p>It is envisaged that this will be no different to the way that Comms currently achieve a consistent approach. Working between the two offices in this way should enhance consistency of messaging.</p> <p>Comms has a corporate service role, and there is a danger it becomes removed from the other teams (silo working) and feels it doesn't reflect the work that is done with the other department's teams. Comms and engagement (as well as wider public affairs) still needs to be 'baked in' to delivery of priorities across directorates, even if we sit outside those.</p>	<p>Linked to the above, more clarity needed on how strategy will be developed – including organisationally and departmentally and then the role of the comms & engagement/public affairs/policy function within that.</p> <p>Noted – this will be addressed when the new directors have been appointed.</p> <p>We need an overall organisational strategy and targets to deliver to, and we need to know how we are going to get there and</p>	<p>Missing a sense of continuous development. Internal development a standing function in some MCAs.</p> <p>Noted.</p>	

	<p>In the current climate the proposed Tier 2 structure enhances the CA's ability to deliver its political imperatives. There is not perceived at this stage a need for a Comms and Engagement Director. However as is normal structures will continue to evolve to meet specific business needs.</p> <p>Where does the mayor sit? How integrated will his office be?</p> <p>It is envisage that the Mayors office will be integral to the CA. Again this will be another way of reducing silos.</p>	<p>Agreed – the new structure cannot create new silos.</p> <p>How does public affairs fit in?</p> <p>There is a need to strengthen both across the CA, and its partners, the wider public affairs agenda. This will be considered in more detail but it will be part the proposed CEO's unit.</p>	<p>when. When will the overall strategy be put in place? Who is the driving force in achieving these?</p> <p>Working is presently ongoing to review the wider strategy of the CA. This is a corporate responsibility of the CA ET and CA Board. It is at to earlier a stage to give a specific time period for completion.</p>		
<p>HR/PA/Ho</p>	<p>The three pillars – each pillar covers a wide number of sectors so how will director have all these skills will the next tier down be made up of the specialists</p> <p>Directors rely on their management structure and subject matter experts to support them in delivering their objectives. This will continue to be the case.</p>	<p>They Like having a Director of Corporate Services</p> <p>Noted.</p> <p>What does planning mean in Corporate services – is it Financial planning and comma in wrong place or is there a planning team</p> <p>Covered elsewhere in this consultation response.</p>			<p>Growth in the Economy and Growth headline – It is ambiguous. Is it just economic growth or more wider development. Can we clarify this?</p>

	<p>Who manages mayors office – who will individuals report to, not the CEX as this would mean they have a lot of direct reports</p> <p>This has been addressed elsewhere in the consultation response.</p> <p>What we want from the Directors is direction, leadership, decision making and progress</p> <p>Noted</p>	<p>Like the new structure it is more streamlined and clearer</p> <p>Noted</p> <p>No mention of Office/Facilities management who is doing this</p> <p>There are a number of support services which we are aware of that will require further consideration. The office/facilities is current one of those areas which is currently being considered.</p> <p>What we want from the Directors is direction, leadership, decision making and progress</p> <p>Noted.</p>			<p>This will cover the wider growth and economy agenda.</p>
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