

Senior Management (Tiers 2 and 3)

Consultation Response

Version Final Draft v1.0

Status: Draft

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1. Introduction

1.1. Somerset County Council, working with Mendip, Sedgemoor, Somerset West & Taunton and South Somerset District Councils, opened consultation with staff on 10th November 2022, in respect of the following:

- The proposal for the Tiers 2 & 3 structure for Somerset Council
- A pre-transfer redundancy consultation in relation to the proposals for Tiers 2 & 3.

The consultation period ran until 12th December 2022 and the business case supporting this can be seen in Appendix One.

1.2. Following the closure of the consultation period, a decision was taken to proceed with the appointments processes for Tier 2 ('Executive Directors'). However, the formal response to the consultation on the structure and potential redundancies would follow the appointment to Tier 2 posts, so that the Chief Executive could discuss the feedback with his Executive Directors.

1.3. Feedback was provided to Unison, following its response to the consultations, which can be seen in Appendix Two

1.4. The purpose of this paper is to formally respond to staff and their representatives as to the outcome to the consultation on the Tiers 2 & 3 structure and the pre-transfer redundancy consultation. It outlines the themes of the responses, and any amendments made from the initial proposals relating to the Organisational Structure and Job Descriptions of Executive Director (Tier 2) and Service Director (Tier 3) roles as a result of the consideration of these responses.

1.5. There are no material changes to the posts described at Tiers 2 & 3 of the proposed structure.

1.6. This structure will have an impact on the commissioning and delivery of our services, and it is important that we have a sustainable senior leadership structure that is fit-for-purpose from Day 1 of the new Somerset Council as we look to realise positive change, including:

- Putting the people of Somerset at the heart of the new Authority.
- Creating new local opportunities for residents to have a real say about their own communities.
- Cutting red-tape.
- Freeing up money that can be spent on real local issues and challenges, including:
 - Caring for our most vulnerable residents
 - Delivering life-chances for our children and young people
 - Reducing rural isolation and loneliness
 - Delivering the housing each community needs

- Investing in climate change
- Boosting economic growth, jobs and apprenticeships.

2. Overview of feedback

2.1. There were 123 responses received by the LGR inbox during the consultation period, with a number of groups of staff submitting a collective response. These responses were thoughtful, concerned, and passionate for services, with some incredibly detailed replies.

Further responses for personal consideration were also received directly by the Chief Executive. A small number of responses to the email inbox were received shortly outside of the window, but these have also been considered and included in the analysis presented here.

All feedback has been considered in full by the Chief Executive and used to inform changes to the Tiers 2 & 3 structure, job roles, and the position of functions within service areas.

2.2. The breakdown of responses by current organisation is as follows:

Current organisation	Number of responses*
Mendip	21
Sedgemoor	7
Somerset County Council	47
Somerset West & Taunton	28
South Somerset	19
Other	7
	134

*Note that in the majority of cases, responses related to more than one question or piece of feedback and for analysis, these have been broken down further into themes and type.

Responses have been provided directly to individual staff member(s) and are presented (anonymised) in Appendix Three. This document therefore focuses on the top themes raised, responses and actions taken

3. Headline analysis

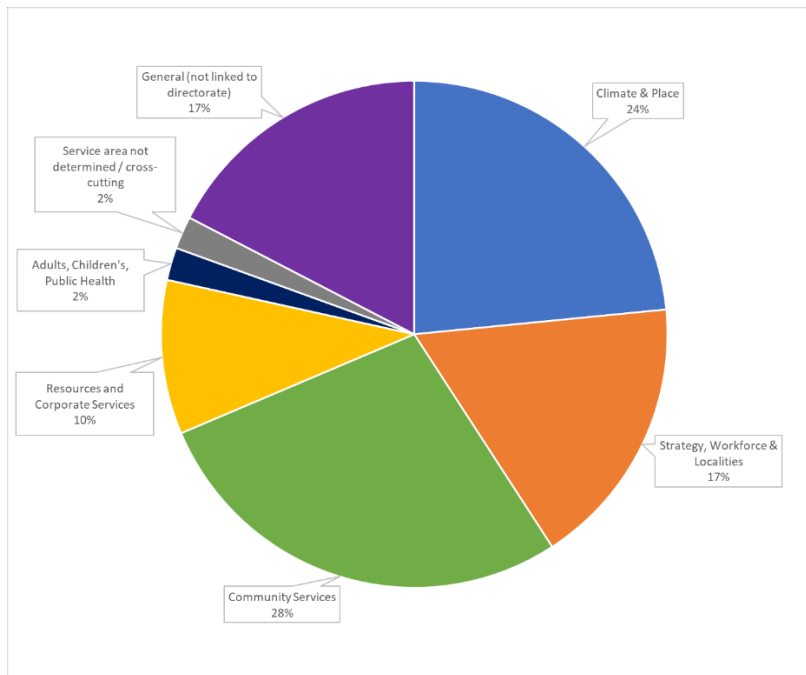
3.1. The detailed nature of the responses received shows that staff have given a considerable amount of thought to the proposals and recognise the challenge in creating a new organisational structure. As an overview, the nature of the comments received can be broadly broken down into types as follows:

- Approximately 26% feedback requested that a function be considered for movement to a different area or be aligned with another function in the structure
- Approximately 22% feedback asked for greater clarity about an element of the proposals

- Approximately 13% feedback related to functions, services or teams that respondents believe were missing from the structure
- Approximately 10% feedback focused on the Job Descriptions (with 3% of this about mandatory qualifications)
- Approximately 5% comments spoke about joint / collaborative working
- Approximately 3% feedback requested creation of a new role (splitting a wider function or promotion of a role to a higher tier)
- Approximately 3% feedback was confirmation that the respondent was happy with the placement of a specific function in the draft structure
- Approximately 3% feedback referred to uncertainty and anxiety for staff due to a lack of clarity about where they will be based in the new structure
- The remaining approximately 15% feedback related to general comments (e.g. processes, general observations, clarifications, agreement)

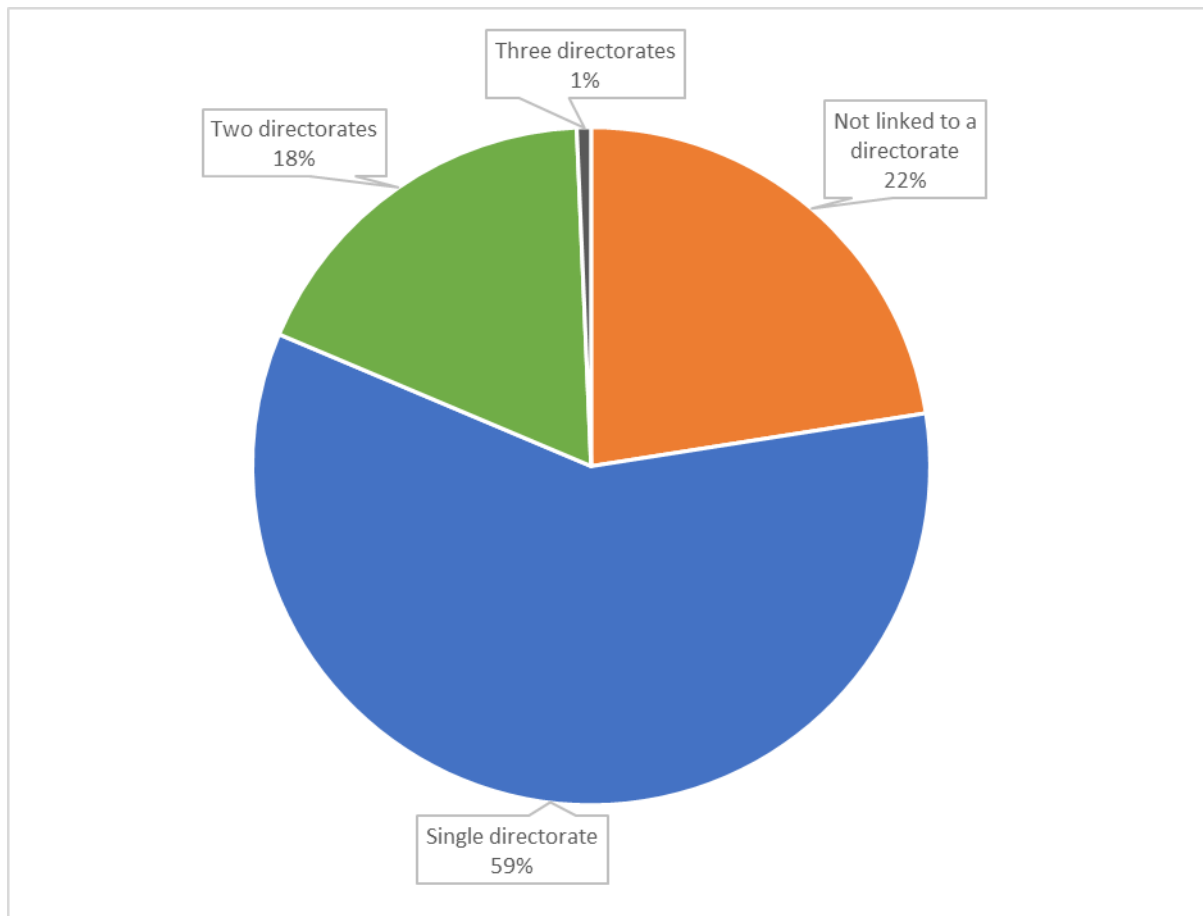
3.2. Figure One shows the breakdown of comments as they relate to different directorates. Where a comment related to movement of a function to another area, both directorates are counted:

Figure 1 - Comments by Directorate



3.3. Furthermore, the following chart shows the breakdown of feedback as it related to the number of directorates referenced. Where two directorates were discussed in feedback, the highest frequency was received in relation to crossover of functions between Community Services and Climate and Place.

Figure 2 - Comments that reference > 1 Directorate



3.4. Moved / re-aligned functions

Over a quarter of the feedback received related to functions that people believed were not in the most appropriate place in the structure and full consideration has been given to the reasoning provided. Whilst there will inevitably be a cross-over of functions in some areas in an organisation of this size and complexity, it is important that services are grouped in a way that helps deliver the emerging corporate and business plans as well as the objectives for the LGR programme.

At the same time, it is important to ensure balance across the structure whilst maintaining operational synergies and this has led to challenging decisions about placement of certain functions. Therefore, the following sections in this document explain the rationale for changes as a result of the feedback received. Additionally, explanations have been provided regarding areas where there has been a high level of interest and no change has been made to the structure.

3.5. Clarity needed

Around 22% of feedback related to uncertainty about an element of the proposals, for example labelling and naming of functions, inclusion of certain functions in an area or grouping of functions together. In a number of areas, wording has been changed to better reflect the functions in the structure as a result of feedback received, and specific questions about the detail of a function have been responded to directly where possible.

3.6. “Missing” functions

As this is a high-level structure, it has not been possible to list all of the services, and functions that currently run across the existing authorities. However, as a result of feedback received, a number of amendments have been made in order to give greater clarity to staff about the functions that sit under the Tier 3 structure.

3.7. General feedback

There was also a number of general observations relating to a vast number of different topics, including but not limited to:

- Job descriptions
- Costs and funding
- Design principles
- Balance of the structure (e.g. spans of control and workload)
- At-risk roles, matching and recruitment
- Governance
- Competency frameworks
- Strategic thinking and forecasting
- Processes and models of working
- Transformation opportunities

The comprehensive thinking that has been provided has been incredibly valuable and this feedback will be taken forward for consideration by Executive Director and Service Director appointments, as part of the detailed planning that will be done for services and teams.

4. Themes

This section provides responses to the main topics of queries.

4.1. General

Out of scope (including TUPE)

Feedback was received relating to changes to areas that were out of scope for this consultation (Children’s, Adults and Public Health).

It is recognised that a number of existing functions (for example Community Safety) will have close synergies with those areas and this will need to be further considered as we transition into the new structure, however Adult Social Care, Children’s Services and Public Health are deemed to be out of scope of the restructure for Tiers 2; the roles that currently exist at Tiers 2 and 3 in these services will continue broadly unchanged.

Questions and responses regarding the TUPE consultation are being taken forward separately by each organisation, this consultation will continue to the end of March 2023.

Joint working

Feedback responses recognised that building a new organisational structure is a complex challenge, and there are some functions that could reasonably be placed

in a number of different service areas. Joint working and collaboration will need to be actively encouraged as this will be fundamental to the new organisation operating well, ensuring service areas are not siloed.

Commissioning

Some uncertainty (2% of all feedback) was expressed around how commissioning would be taken forward in the new organisation. Developing a commissioning model and strategy for the new Council will be a key priority. There are differences in approach to commissioning amongst the five councils currently and commissioning is clearly going to be a significant part of how we work going forwards.

The renewed focus and approach to commissioning models will therefore need to be developed in greater detail as we move into the new organisation. The Lead Commissioner responsibility will be with the Executive Director for Strategy, Workforce and Localities.

Tier 3 roles

Feedback related to the seniority of the Governance, Democratic & Legal Services (Monitoring Officer) and Workforce Service Director roles within the new organisation was received, with a small number of respondents asking for these roles to be considered as Tier 2 roles. On reflection, it was felt that these should both continue to be Tier 3 Service Director roles and not Tier 2 appointments. Tier 2 appointments are broad, 'outward-facing', strategic roles that will help set the vision and shape of our services and whilst these roles are critical to the running of the Council, this does not equate to them being Executive Director posts.

4.2. Specific

Housing

A significant amount (around 9%) of all feedback related to the organisation of Housing functions.

Feedback suggested that the anticipated size of the role of Service Director for Housing means that splitting this function would be worthy of consideration, with suggestions to divide Strategic and Housing Landlord functions.

Reviewing the structure of how other Unitary Councils are managing this area, it is appreciated that there are valid arguments for considering two Tier 3 Directors in this area with different foci. However, this would lead to a separation of functions where there are genuine operational synergies; the proposed Tier 3 role will be directing a strong and highly skilled team of colleagues at the Tier 4 level (an increase in capacity compared to several of the existing councils). The significant cost to the new organisation to gain further senior capacity at Tier 3 is therefore not felt to be necessary. Housing will be a critical function within the new authority, with key links across to other areas such as Public Health, Adults and Children's Social Care, and keeping these functions together brings exciting opportunities to look at how we co-ordinate the approach to housing challenges.

Private Sector Housing

There were contradictory views about Private Sector Housing being held separately in Regulatory and Operational Services within Community Services, rather than under the Service Director for Housing, with an equal split of responses in favour of and against the current proposal.

There are different models for delivery of Private Sector Housing across the county currently and on reflection it is felt that as a core environmental health role, we need to make sure it remains focussed on private-sector condition and tenancies. Housing Services access to the private sector market shouldn't be affected by or conditional on the regulatory function but there are clearly benefits in working together. As is the case for many other functions, we need to encourage close working across services and directorates but this should not require people to be in the same directorate in order to do this effectively.

Affordable Housing and Enabling

"Affordable Housing and Enabling" has moved from Housing (Community Services) to Employment, Economy and Planning (Climate and Place).

Feedback received from a number of responses outlined the different disciplines involved compared to those functions being managed under the Service Director for Housing. It was suggested that moving this function would enable better continuity of operations and synergy with planning and economic development, and thereby support working in partnership with a wide range of stakeholders and developers on housing supply initiatives, inward investment and economic growth.

Business Support and Executive PAs

Concern was raised in a number of responses about where Business Support, Administrative and Executive PA functions would sit in the new organisation. Currently, Business Support varies from individuals based in operational teams to a more centralised approach within a service or directorate and we will need to decide how this will operate in the new council.

It is probable that a single central service would be unwieldy, so this will become a decision for the Chief Executive and Executive Directors.

Country Parks, Local Nature Recovery Strategy, Local Nature Reserves, AONB Partnerships (Countryside Services)

"Country Parks" has moved from Regulatory and Operational (Community Services) to Climate, Environment and Sustainability (Climate and Place) and "Countryside" has been moved from Infrastructure and Transport (Climate and Place) to Climate, Environment and Sustainability (Climate and Place).

In the original proposals, aspects of Countryside services were split across directorates and this was mentioned in around 3% of all feedback, with unanimous agreement that these services would be most effective when brought together, as staff already work very closely to deliver a wide range of services to support Somerset's countryside.

These functions have therefore been aligned under the Climate and Place directorate and the wording describing this group has also been amended to better reflect the range of functions covered.

Address Management and GIS

“Address Management (LLGP, LGS, Street Naming and Numbering)” has moved from Governance, Democratic & Legal Services (MO) (Strategy, Workforce and Localities) to Strategy and Performance (Strategy, Workforce and Localities) and wording describing this group has also been amended to clarify functions. “GIS” has moved from Customer Services (Community Services) to Strategy and Performance (Strategy, Workforce and Localities).

In the original proposals, these functions were separated and 4% of all feedback received indicated that these functions work very well operationally together, on a daily basis, and therefore it was felt that they should be aligned under the same Service Director. Additionally, combined knowledge and skill sets have already enabled successful collaboration within the LGR programme and it was felt that this change would support a positive transition into the new council.

Ombudsman cases

“Ombudsman cases” has moved from Strategy and Performance (Strategy, Workforce and Localities) across to Customer Services (Community Services).

Feedback was received that this function would be more appropriately located with Complaints, being part of the same process, so this has been aligned.

Fairs and Markets

“Fairs and Markets” have moved from Cultural Services (Community Services) to Regulatory and Operational Services (Community Services).

Communications

“Communications” has moved from Partnership and Localities (Strategy, Workforce and Localities) to Strategy and Performance (Strategy, Workforce and Localities).

A strong Communications function is critical to manage the external output for our stakeholders, but also the internal focus necessary for a large and complex organisation. It was felt that Communications would benefit from being tied more closely to the wider development of strategy and policy, as well as to functions such as transformation and intelligence, so this function has been moved accordingly.

Armed Forces Covenant

“Armed Forces Covenant” has moved from Partnership and Localities (Strategy, Workforce and Localities) to Strategy and Performance (Strategy, Workforce and Localities).

This function has been moved to align with Corporate Equality responsibilities.

Digital, Technology and IT

“Digital – Development and Service” has moved from Customer Services (Community Services) to Strategy and Performance (Strategy, Workforce and Localities).

The initial structure showed the division of responsibilities of digital services that we offer to customers, commissioning the strategic development of the whole organisation as a digital council and specialist people who can deliver digital transformation and change. On reflection of the feedback received, more clarity

has been added to the structure around digital, technology and IT to describe functions more clearly.

Land Charges

“Land Charges” has moved from Governance, Democratic & Legal Services (MO) (Strategy, Workforce and Localities) to Strategy and Performance (Strategy, Workforce and Localities).

This is related to the coordination of the overall function for Land Charges, the services responsible for holding the data for Land Charges will not change. It was suggested that this function would be more suitably aligned with Strategy and Performance, so this has been moved.

Building Control and Trading Standards

Building control has been moved to Economy, Employment & Planning, alongside Trading Standards.

Emergency Planning / Business Continuity / Civil Contingencies

There was a number of comments related to the placement of emergency planning and response functions in the new organisation, reflecting that this is a function that could be held in a number of areas. The logic of the current thinking is that a place focussed team that already has good links to the most common physical emergencies, dealing with a substantial number of issues every week that ‘could’ in some circumstances escalate into an emergency, means that the emergency response function is appropriately placed here.

Climate change

There was some disappointment portrayed that action on climate change appears to be fragmented in the proposal. There is no organisational model where all climate actions are delivered in one directorate, and like our approach to commissioning, climate change will be required by all elements of the Council as one of our core objectives and is at the heart of the evolving Council Plan.

Tourism

Around 2% queries focused on where Tourism functions should be placed in the new organisation, asking whether these would be more suitably placed with the Climate and Place directorate due to strong links to economic development.

On reflection, it is believed the current structure enables an increased ability to work in partnership in a more community focused operation so we can explore all ways of strengthening Somerset’s offer whilst still maintaining a focus on economic growth.

Community Safety and One Teams

A number of respondents responded that One Teams and Community Safety do not sit well under Regulatory and Operational Services (Community Services) and therefore One Teams have been added to Partnerships and Localities (Strategy, Workforce and Localities) as this approach clearly aligns with the emerging thinking on Local Community Networks.

One Teams have been explicitly separated out from the Community Safety Partnership as feedback submitted identified a distinct function for One Teams

that is not entirely within the Community Safety domain. The Community Safety Partnership has been added to Public Health.

Strategic Asset Management

Feedback strongly indicated that the proposed draft structure for Strategic Asset Management did not give enough clarity about the scope of the function, this has been articulated in greater detail in the finalised structure.

5. Amendments to Posts Following Consultation

5.1. Changes to Job Descriptions

Amendments have been made to both Tier 2 and 3 job descriptions to provide greater clarity, namely:

- Mandatory qualifications – around 3% of all comments related to whether qualifications should be included as “mandatory” for roles. There was significant feedback about equity and fairness in the approach to recruitment to ensure people are not dissuaded from applying for a role.

The qualifications that should be considered “mandatory” for a role were re-considered and a small number of amendments made accordingly to reflect suitable qualifications and their equivalents. Qualifications are now stated as mandatory only in the case of statutory roles (e.g. s151 officer) and where required in order to practice.

- Detail has been added to reflect the expectations more clearly around role and corporate responsibilities, with around 7% of all feedback focused on improvements to Job Descriptions.

The Tier 3 Job Descriptions can be viewed in Appendix Three.

5.2. Tier 2

No fundamental changes to the Tier 2 structure were made as a result of the feedback received.

Changes to Executive Director (Tier 2) job titles and descriptions

- Amended from “Strategy, Performance and Localities” to “Strategies, Workforce and Localities” to better reflect the responsibilities of the role.
- Spelling correction made to the Executive Director of Community Services (from “Communities”).
- A clear reference to the Lead Commissioner function being part of the responsibility of the Executive Director of Strategy, Workforce & Localities has been added, and the reference has been removed from the Executive Director of Climate and Place.

5.3. Tier 3

Following consideration of all the feedback received during consultation and discussions with the Tier 2 appointments, no fundamental changes have been made to the Tier 3 structure, with the exception of the movement of some functions as detailed in section 4.

Changes to Service Director (Tier 3) job titles and descriptions

- “Climate & Sustainability” has been amended to “Climate, Environment and Sustainability” to reflect the importance of the environment functions to influence decision making and programmes across the new authority.
- “Partnership, Localities and Communications” has been amended to “Partnership and Localities”
- “Human Resources” has been amended to “Workforce” to better reflect the broad range of functions under this role.

6. Organisational Structure changes

Changes to the structure chart fall under the following categories:

- Wording has been added, changed or removed to give greater clarity about the functions that sit under the structure at Tier 3
- The function has moved within the directorate, to fall under the responsibility of a different Service Director
- The function has moved across to a different directorate, falling under the responsibility of a different Service and Executive Director

Main themes and rationale for moving functions has already been covered in section 4. The following section details all changes made compared to the original proposal.

6.1. Climate and Place

Climate, Environment and Sustainability

- Strategy and Partnership development - added
- Climate Resilience and Adaptation – added “Adaptation”
- EV infrastructure - removed
- Green Links – removed
- Biodiversity (and net gain) and Ecology – added “net gain and Ecology”
- Lead Local Flood Authority & Land Drainage – acronym expanded (from “LLFA”) and Land Drainage added
- Country Parks, Local Nature Recovery Strategy, Local Nature Reserves, AONB Partnerships (Countryside Services) – “Country Parks” has moved from Community Services (Regulatory and Operational), “Countryside” has moved from Infrastructure and Transport. Wording has been amended to better reflect the range of functions covered.

Infrastructure and Transport

- Public Rights of Way – “Public” added, “Countryside” moved to Climate, Environment and Sustainability
- Road Safety – added
- Delivery Programme Management – added
- Infrastructure Commissioning - added

Economy, Employment and Planning

- Affordable Housing and Enabling – moved from Community Services (Housing)

- Education Business Partnership – added
- Economic infrastructure, services and Innovation Centres – added “Economic infrastructure, services”
- Scientific Services - added

6.2. Community Services

Housing

- Strategy and HRA Business Plan – “HRA Business Plan” added (Housing Revenue Account)
- Arm’s Length Management Organisation – amended from “Partnerships and ALMO”
- Homelessness – Rough sleepers pathway – “street support” removed
- Housing Options & Allocations – Homefinder Somerset – “Homefinder Somerset” added
- Housing and Leaseholder Management – added
- Housing Maintenance – Responsive and Planned (capital programme), compliance, void management – “compliance, void management” added
- Tenant Services – Worklessness & Tenancy Management (new tenancies, income, debt and benefit support, rent setting, service charges tenancy compliance) – “income”, “rent setting”, “service charges” added, “anti-social behaviour” removed
- Somerset Independence Plus and financial assistance – DFG, loans, advice – added
- Housing Property Service – added
- Rent collection and arrears recovery – removed
- Registered Providers and Partnerships – amended wording to separate from ALMO
- Gypsy, Traveller and Van Dweller Services – added “Van Dweller”

Customer Services

- Compliments & Complaints, Ombudsman cases – “Ombudsman cases” moved from Strategy, Workforce and Localities (Strategy and Performance)
- Digital Services (inc. GIS, online content) – moved to Strategy, Workforce and Localities (Strategy and Performance)

Cultural Services

- Leisure Centres, Facilities and Services (contract and direct) – “Facilities and Services (contract and direct)” added
- Sports Development Partnership – “Partnership” added
- Heritage Assets – “Assets” added
- Arts Centres, Facilities, Services and Development – added “Centres, Facilities, Services”

- Culture Facilities, Services and Development – added “Facilities, Services”
- Tourism Facilities, Services and Development – added “Facilities, Services”
- Community Facilities – added
- Fairs and Market – typo corrected to “Fairs and Markets” and moved to Regulatory and Operational Services.

Regulatory and Operational Services

- Environmental Health and Licensing – “Licensing” added
- Environmental Protection and Enviro-crime – “Enviro-crime added”
- Port Health Authority – “Health” added
- CCTV and anti-social behaviour – reworded from “Community Safety (Partnership, CCTV, anti-social behaviour, other)”
- Country Parks – moved to Climate and Place (Climate, Environment and Sustainability)
- Beach Management – added
- Unauthorised encampments – added
- Operational Service to Partners – “Operational” added
- Fairs and Markets – moved from Cultural Services

6.3. Strategy, Workforce and Localities

Partnership and Localities

- Local Community Networks – amended from “LCNs (management and support)”
- Communications – moved to Strategy and Performance
- Local devolution – Community Asset Transfers, Service devolution – “Service devolution” added
- Community, Voluntary, Faith, Social Enterprise Strategy and Engagement – reworded to reflect full range of VCFSE
- Marketing – removed
- Engagement – “Consultation” removed
- Locality management, delivery, partnerships and projects – reworded from “Locality partnerships/projects & Community Development”
- One Teams – added
- Community Development – added as a separate bullet
- Armed Forces Covenant – moved to Strategy and Performance

Strategy and Performance

- Communications – moved from Partnership and Localities
- Programme Management, Project Management – combined under a single bullet

- Change and Improvement – added
- Business Intelligence and Analysis – added “Intelligence”
- Data Visualisation & Complex Analytics, Data Management / Warehousing – combined under a single bullet
- Digital Development and Service – moved from Customers Services (Community Services)
- Ombudsman and Housing Ombudsman complaints – moved to Customer Services (Community Services)
- Address Management (LLGP, LGS, Street Naming and Numbering) – moved from Governance, Democratic & Legal Services (MO) and reworded to better reflect the functions covered
- Land Charges – moved from Governance, Democratic & Legal Services (MO)
- GIS – moved from Customers Services (Community Services)
- Corporate Equality and Armed Forces Covenant – “Corporate” added and “Armed Forces Covenant” moved from Partnership and Localities

Governance, Democratic & Legal Services (MO)

- Member Services and Casework – added “Casework”
- Elections Operation – added “Operation”
- Electoral Registration – added
- Information Governance and Records Management inc. GDPR, FOI, RIPA – reworded for clarity from “GDPR, FOI, RIPA”
- Corporate Governance Framework - added
- Annual Governance Statement - added
- Whistleblowing - added
- Officer Code of Conduct - added
- School Admission, Exclusion and Transport Appeal Hearings - added
- Civic & Ceremonial Duties - added
- Legal Services: Child Protection Legal Services, Adults Services Legal Services, Commercial and Contracts Legal Services, Property and Conveyancing Legal Services and Employment Legal Services - added

Workforce

- Workforce Strategy and Planning – replaced “HR” with “Workforce”
- Operations – reworded from “HR Operations”
- Business Partnering – reworded from “HR Business Partnering”
- Recruitment - removed

6.4. Resources and Corporate Services (s151)

Finance

- Housing Revenue Account Financial Strategy - added

Strategic Asset Management

All existing wording removed and replaced for clarity, previous wording:

- Property and Assets - removed
- Compliance - removed
- Development & Capital Programmes - removed
- Schools Programme - removed
- Facilities Management - removed
- Commercial Investment Portfolio - removed
- Commercial Property - removed
- Closed Graveyards - removed
- Site protection and management - removed

New wording:

- Corporate Landlord function (land and property asset management) - added
- Asset management strategy - added
- Estates and Valuations - added
- Rural estate management - added
- Site acquisition, disposal and development - added
- Property records & database - added
- Commercial investment property - added
- Facilities management, premises contracts, property maintenance & helpdesk - added
- Premises compliance & risk management, site security and management - added
- Closed churchyards - added
- Schools & general fund condition programme - added
- Estate decarbonisation strategy and delivery - added
- Construction project delivery – schools and major projects advice & internal consultancy support - added

Information Communication Technology

- Technical Project delivery - added
- Application development – added
- Innovation, research and development – added
- Project pipeline – added
- Supplier Management -added

- Service Management – added
- Future Technology – added

6.5. Other directorates

- Adults, Service Director Operations – “Care / Alarm Lines and Rapid Responders” has been added
- Public Health:
 - Community Safety Partnership – added
 - Domestic Abuse – added
 - VRU/VAWG - added

7. Conclusion

Thank you to all staff who provided valuable feedback during the consultation period. This exercise has shown the huge benefits of consultation, the breadth and depth of knowledge across our 5 organisations, and the passion and commitment for services amongst staff.

There will be services and functions that we haven't yet addressed, and this is to be expected given the size and scale of Somerset Council. However, there are areas that need to be addressed urgently, for example business support and the mailroom. I ask that colleagues continue working as they are, but please talk with your manager or trade union representative if you feel you have been left out.

The priority for 1st April is to deliver a good, functioning new Council, and this will be followed by transformation which may see teams and functions evolving in different directions. If this structure does not appear to meet our organisational objectives, it is important we are able to address concerns and consider future changes with appropriate consultation as required. Whilst this structure is not expected to be transitional, we should be able to improve as we bring the new organisation together under a single identity and culture.

Duncan Sharkey, Chief Executive

31st January 2023

Appendix One – Consultation to Support Somerset Council Tiers 2 & 3 Restructure

The Consultation Paper to support Somerset Council Tiers 2 & 3 Restructure can be viewed in this attachment:



Somerset Council
Tiers 2 & 3 Restructur

Appendix Two – Feedback to Unison’s Response to the Consultation

Unison responded to the consultation, and the reply can be viewed in this attachment:



DS.ltr to Unions 15th
Dec 2022.pdf

Appendix Three – Service Director Job Descriptions

Job Descriptions for Service Directors can be viewed in the attached folder:



OneDrive_1_31-01-2023.zip