



Dover Branch

White Cliffs Business Park
Dover, Kent, CT16 3PG

18 February 2002

Private and Confidential

Mr P Wyles
Head of Personnel & Corporate Services

Dear Paul

New Management Structure

I refer to your report marked Strictly Confidential, which is to be reported to the Council on the 7 March 2002.

At this early stage in giving a cursory look at the report, can I request that any new management structure includes proper training for all managers where reorganisation has and is about to take place.

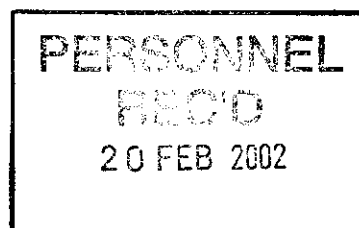
It is UNISON's view that due to lack of management training, particularly in man management skills, problems have arisen leading to disciplinary and grievance cases. This may be partly due to the fact that certain posts are being combined and the new incumbent lacks knowledge of the various disciplines for which they are going to be responsible. In this respect, training in management skills is crucial.

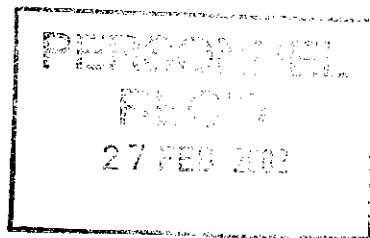
I do hope you will reflect this early view to the relevant committees.

Yours sincerely

James Burke
Branch Secretary

cc: Mr J P Moir
Yvonne Harris





White Cliffs Business Park
Dover, Kent, CT16 3PG

27 February 2002

Miss Yvonne Harris
Personnel Manager

Dear Yvonne

**New Management Structures Report
to be presented to Council on 7 March 2002**

Thank you very much for the opportunity to comment on the report on the new management structures that is to be presented to the Council on 7 March 2002.

The Branch has to some extent considered the report and aspects that affect our members, their departments and positions.

At the outset, UNISON is disappointed that there seems to be very little reference in the report to the role of Trade Unions in the new management structure. This weakens the commitment made by the Council that staff will be involved at all levels. Whilst it is appreciated that in paragraph 8.1 the Council's consultation process has been followed with the opportunity to highlight the Union's responses, it is questionable how much weight will be given to the views of the staff. However, all is not lost and UNISON request the following comments made by Union members be taken into account in the proposed restructuring:

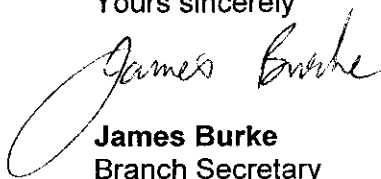
1. The Union regret the fact that the Council is in the position of having to make significant financial savings as indicated, and as a result the Branch would welcome an assurance that the health of the staff be safeguarded. On this issue, staff feel they are already stretched with the current heavy workload.
2. The Council need to inform the public that significant changes in the provision of services will be made. It is noted that no such statement has appeared in the local press and this should be addressed immediately.
3. The Branch expect that the assurances given by the Leader and the Chief Executive in terms of full consultation and the Job Stability Agreement are adhered to.
4. Any staff vacancies that do arise should be advertised internally to protect those members of staff whose jobs are under threat.

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5. Reference is made in paragraph 1.3 of the report to increasing levels of partnership working in the delivery of services. Does this mean that services will be outsourced or privatised? You are advised on this particular point that UNISON is opposed to the privatisation of current services. The I&DeA report stressed the importance of making greater use of in-house resources.
6. On a detail matter, Appendix 9 shows the proposed location of Property Services to come within the remit of the Strategic Director (Resources). This appears to be out of place, particularly as the Best Value Review identified it as a technical function which should be in the Planning and Technical Services Department. Is there any explanation for this? In addition, it is also noted that Housing and Leisure lie beneath the function of Strategic Director (Partnership and Regeneration). Obviously, there are some aspects of Housing that require a technical input which would be appropriate to the Planning and Technical Services Department. Can you also clarify whether the Monitoring Officer will also report to the Strategic Director of Resources – the responsibility, in brackets below their names, seem to dictate 'yes', but there is no umbilical cord.
7. It would appear that the splitting up of certain responsibilities could negate the need for some second tier officer posts. This would be of concern to some of our members who are directly affected. Does this mean that there may be the possibility of newly created posts with internal competition between members of staff having to apply for these posts?
8. Given that a whole range of posts will be affected by the new restructuring, will there be new and revised job evaluations?
9. Paragraph 1.7 refers to a Policy Management Team. As far as UNISON is concerned this needs intellectual back-up from officers involved in policy formulation. The implementation of the Community Strategy so far has exhibited a weakness on this front.
10. The chart shown on Appendix 9 appears divisive in which departments are being carved up to make up numbers for each Strategic Director. Surely this needs further thought.
11. In respect of future finances, what happens after two years to the indicated savings? Will the lower levels of staff be affected in terms of future cuts?

I trust you will take account of these views as this Branch feel it is necessary for the new structures to work smoothly it will require the full involvement of staff.

Yours sincerely



James Burke
Branch Secretary

cc: Mr J P Moir, Chief Executive
Councillor P J Wells, Leader of the Council
Councillor K W Sansum, Portfolio Holder