

COUNCIL	AGENDA ITEM No. 15(b)
9 OCTOBER 2013	PUBLIC REPORT

SENIOR MANAGEMENT RESTRUCTURE

R E C O M M E N D A T I O N S
FROM: Chief Executive
It is recommended that Council notes the changes which the Chief Executive intends to make to the senior management structure of the Council.

1. PURPOSE AND REASON FOR REPORT

- 1.1 The purpose of this report is to notify Council of the changes the Chief Executive intends to make to the senior management structure as required under section 4 of the Local Government and Housing Act 1989. The Chief Executive, as Head of Paid Service, has a duty under the Local Government and Housing Act 1989 to determine the staffing arrangements necessary to deliver the Councils functions.
- 1.2 The Chief Executive has a delegation at 3.13.2(g) of officer delegations to determine changes to the senior management structure. Employment Committee is delegated to consider and recommend actions where necessary in response to any proposals of the Chief Executive to determine changes to the senior management structure. Employment Committee considered this matter on 27 September 2013 which now enables the Chief Executive to report her decision to Council.

2. BACKGROUND

- 2.1 Attached at Annex 1 is a copy of the Employment Committee report of 27 September 2013 which sets out the original proposals for the senior management restructure published on 19 April 2013 and the results of the consultation. This report also sets out the Chief Executive's response to the points made during the consultation.
- 2.2 The proposals of the Chief Executive are designed to address some of the challenges the Council faces over the next few years in the third year of deficit reduction. Paragraph 3.2 of the report of Employment Committee sets out four bullet points explaining the objective of the restructure which, in summary is as follows:-
 - Bringing together the commissioning activity which takes place in four departments into one structure allowing the Council to provide services which reflects how people really live;
 - Bringing together all the functions to deliver growth, regeneration and economic development.
 - Bringing together other functions which sits separately in service departments, namely finance, performance management and asset management.
 - Bringing together all functions which support good governance and decision-making into one directorate.
- 2.3 The proposals were consulted on widely and paragraph 4 sets out the detail of that consultation and refers to the responses to the consultation from senior managers. The proposals received wide support from senior managers.

2.4 Employment Committee met on 27 September 2013 and the following comments were made:-

- Employment Committee queried whether better titles for the Director of Place and People could be found and it was agreed that this would be looked at their next meeting on 11 October 2013 when the terms and conditions of those two roles will be considered by that Committee;
- It was recommended that the Head of Corporate Property and Children Resources role should include the requirement to attend Children Services DMT and CMT where required. It was confirmed that this would be a requirement of the role.
- It was recommended that career progression and job titles of senior managers should be looked at and it was confirmed that this was currently in progress and would be reported to a future meeting of Employment Committee.
- The report highlighted that the new commissioning arrangements for people would target real need for both people and communities. Concern was expressed as to how the Council would provide for the needs of the diverse communities in the city. It was explained that the new Director of People would be responsible for bringing together all of the arrangements for assessing the needs of communities and ensuring that the needs of those communities were met through the provision of services which would need to be prioritised in relation to the resources available to the Council.

2.5 As a result of the comments of Employment Committee and having taken into account all of the consultation responses from senior managers the Chief Executive has decided to confirm the draft proposals which were set out in the report to Employment Committee at Annex 3. The implications for senior managers of these proposals are confirmed in paragraph 6 of the report to Employment Committee. The Chief Executive has informed senior managers of her decisions. The next steps to implement this restructure are to be taken by Employment Committee in the following way:-

- On 11 October 2013 the Employment Committee will consider the terms and conditions of the new roles proposed and approve them.
- On 23 October 2013 the Employment Committee will meet to interview applicants for the new roles which will have been advertised internally.

3. ALTERNATIVE OPTIONS CONSIDERED

The Senior Management Structure could have been left in its current state. This option has not been pursued as the Chief Executive does not believe that the current structure enables the council to meet its current challenges. Similarly, no alternative revised structure is being recommended, since after appropriate consideration and consultation, it is the Chief Executive's view that the proposed structure is the most suitable to enable the challenges to be met.

4. IMPLICATIONS

a) Legal – the Chief Executive, as Head of Paid Service, has a duty under s.4 Local Government & Housing Act 1989 to determine the staffing arrangements necessary to deliver the Council's functions. The Head of Paid Service must prepare a report to Council setting out the staffing structure which is contained in this report. The Council has a duty to consider the report.

In compliance with employment policies proper consultation processes have been followed, and where the proposals have an impact on specific individuals, appropriate legal advice has been obtained. The actions taken by the Chief Executive in respect of the proposals are, therefore, considered to be legally sound and taken in accordance with the Council's HR policies and procedures.

Responsibility for appointment to senior positions within the proposed structure is delegated to the Employment Committee.

- b) Financial – This report focuses on the specific changes needed at senior manager level within the Council. These changes are essential to enable the Council to move to become a “Commissioning Council”. The specific proposals on senior manager posts contained within this report will save around £100k in a full year. They will enable the Council to work towards the £1m target outlined in the consultation document. Further savings on senior management posts are identified in Annex 1 in paragraph 5.2 of the Employment Committee report in the second phase of restructuring as structures for commissioning and other functions are brought together into one department. These savings will be quantified during the second phase of restructuring. Short term and one-off costs relating to the transition to the new structure will be met from the Council’s capacity fund reserve, in line with the practice followed for all restructuring.
- c) Human Resources – The review has been conducted in line with council policies. Consultation was for a period of 30 days and the Trade Unions were formally notified. During consultation Directors and Heads of Services were given the opportunity to feedback their comments and questions. Responses to the review have shaped the Chief Executive’s conclusions which are captured within this report. Impacts on individuals will be managed in line with Council policy.

5. BACKGROUND DOCUMENTS

None.

