

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 7
3 FEBRUARY 2014	PUBLIC REPORT

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PROPOSALS TO CHANGE THE COMMUNITIES DIRECTORATE MANAGEMENT STRUCTURE

RECOMMENDATIONS	
FROM : Chief Executive/ Director for Communities	
<p>It is recommended that the Employment Committee:</p> <ol style="list-style-type: none"> 1. Consider the changes to the Communities Directorate senior management structure proposed by the Chief Executive/ Director of Communities. 2. Recommends any appropriate actions in response to the proposals prior to implementation by the Chief Executive under her delegated powers. 	

1. PURPOSE AND REASON FOR REPORT

1.1 The purpose of this report is to inform Employment Committee of the outcomes of the consultation held in respect of proposals for a new senior management structure in the Communities Directorate and to advise the Employment Committee of the action the Chief Executive, as recommended by the Director for Communities, intends to take as a result of that consultation. The Chief Executive has the delegation at 3.13.2(g) of officer delegations to determine such changes, subject to the Employment Committee's delegation at 2.3.1.5(a) of its terms of reference to consider and recommend actions where necessary in response to such proposals.

2. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	
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3. BACKGROUND

3.1 Attached at Appendix 1 is the consultation document which was published on 6th December 2013 and explains the background to the proposed changes to the Communities Directorate senior management structure. The proposal addresses the need to ensure strong, appropriate management in the new Communities Directorate; whilst also addressing the need to save money given the council is in its third year of deficit reduction with further years of funding reduction facing it.

3.2 Essentially the proposal seeks to achieve the following:

- Bringing together the management activity that previously took place in four council departments to manage all commissioning activity, community and targeted services;

- Bring together a single view of all the people commissioning activities and community and targeted services to allow the Council to provide services which reflect how people really live;
- Achieve savings through improved economies of scale and the aggregation of functions.
- A saving of approximately 200k by reducing the number of senior manager posts.

3.3 The consultation document was sent to all Communities staff, as well as the Executive Directors for Children and Adult services. Before the consultation document was published, the Director for Communities saw the managers affected by the proposals and Executive Directors personally.

4. CONSULTATION RESPONSES

4.1 No written consultation responses were received; the general view has been that the proposal put forward will support achieving the objectives of the new Communities Directorate.

4.2 The consultation paper was discussed with the trade unions by the Director of Communities and they were supportive of the proposal.

4.3 The Executive Director for Adult services has raised some concern over the reduction proposed in senior management capacity given the transformation programme in adult services. The transformation programme is time limited; therefore it is the considered view of the Director for Communities that the proposed senior management capacity is adequate; however short term additional capacity for the adult programme may continue to be required for a short period of time. The Executive Director of Adult Services is in agreement with this approach.

5. RESPONSE TO THE CONSULTATION

5.1 As a result of the consultation the Director for Communities, supported by the Chief Executive has decided to put forward the following proposals:

- As there was support for the proposal for the new management structure within the Communities Directorate, the proposal will remain unchanged from the original proposal;
- Given the concern raised by the Executive Director Adult services capacity to complete the transformation programme will be kept under review and if additional capacity is required in the short term this will be put in place.

6. IMPLICATIONS FOR MANAGERS

6.1 The following paragraphs set out the main changes to current manager's roles as a result of the proposal of the Director for Communities.

- Posts proposed for deletion

Assistant Director Commissioning Childrens Services
 Assistant Director Commissioning Adult Services
 Associate Director Public Health
 Head of Neighbourhoods
 Head of Specialist Commissioning Children's Services

- New posts proposed

Assistant Director Commissioning
 Assistant Director Communities and Targeted Services (Deputy)

7. ALTERNATIVE OPTIONS CONSIDERED

- 7.1 Given the creation of the new Communities Directorate and the fact that a number of senior manager posts within the directorate are no longer needed to achieve the directorates objectives; doing nothing was not seen as an option, as doing nothing would not ensure the strong leadership required to deliver the Communities Directorate new objectives or make a saving to the council. The proposal put forward reflects the councils need to reduce costs whilst ensuring efficient and effective commissioning and service delivery. Similarly, no alternative revised structure is being recommended, since after appropriate consideration and consultation, it is the Director for Communities view that the proposed structure is the most suitable to enable the objectives of the directorate to be met.

8. IMPLICATIONS

- a) Legal – the Chief Executive, as Head of Paid Service, has a duty under the Local Government & Housing Act 1989 to determine the staffing arrangements necessary to deliver the Council’s functions. The role of the Employment Committee is to consider these proposals, having regard to the reasons for the changes.
- b) Once the structure proposals have been reviewed by the Employment Committee the Chief Executive will agree a recruitment process to those posts. That process, taking into account the views of the Committee and Council, will culminate in a further report at which point the Committee may exercise its responsibility for appointing to those senior posts.
- c) 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.
- d) Financial – This report focuses on the specific changes needed at senior manager level in the Communities Directorate. The specific proposals on senior manager posts contained within this report will save around £200k in a full year. This saving will contribute towards the overall target of £1m already included in the Council’s budget plans. This target is for all changes initiated through the Council’s Senior Manager Review.
- e) Human Resources – The review has been conducted in line with council policies. The Trade Unions were formally notified. During consultation Communities Directorate staff and the Executive Directors for Children and Adults were given the opportunity to feedback their comments and questions. Impacts on individuals will be managed in line with Council policy.

9. BACKGROUND DOCUMENTS

- 9.1 In accordance with the Local Government (Access to Information) Act 1985, background papers used in the preparation of this report were:-

None.

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