

<b>EMPLOYMENT COMMITTEE</b>	AGENDA ITEM No.
<b>22 JANUARY 2015</b>	PUBLIC REPORT

Contact Officer(s):	Gillian Beasley, Chief Executive	Tel. 452390
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**SENIOR MANAGEMENT RESTRUCTURE – PHASE TWO**

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

**1. PURPOSE AND REASON FOR REPORT**

- 1.1 The purpose of this report is to inform Employment Committee of the proposals for phase two of the senior management restructure as well as the outcomes of the consultation held in respect of these proposals. The Chief Executive has the delegation at 3.13.2(g) of officer delegations to action these proposals 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 respect of these proposals.

**2. TIMESCALE**

Is this a Major Policy Item/Statutory Plan?	<b>NO</b>	If Yes, date for relevant Cabinet Meeting	<b>N/A</b>
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**3. BACKGROUND**

- 3.1 Attached at Appendix 1 is the consultation document which was published on 21 November 2014 and explains the background to the proposed changes.
- 3.2 The proposals follow on from the first senior management restructure which was implemented on 1 November 2013 with a commitment to bring forward a second phase at an appropriate time.
- 3.3 Since the implementation of the restructure progress has been made as follows:
- Commissioning for adult social care, communities, public health and children has been brought together with a financial saving of £1m;
  - A joint venture company has been set up to begin the regeneration of the South Bank;
  - Ofsted have inspected the Council’s school improvement services which were found to be effective;

- Child sexual exploitation is being tackled robustly and further improvements are in progress in children’s safeguarding.
  - Significant progress is being made in transforming adult social care services since their transfer back from the primary care trust.
- 3.4 The progress made allows the second phase of restructuring to commence safely which will reduce the number of senior managers further, thereby offering the Council financial savings as well as embedding further the Council’s approach to commissioning.
- 3.5 In essence the proposals seek to achieve the following:
- Bringing together the Communities, Children’s Services and Adult Social Care functions into one directorate, headed by a Corporate Director: People and Communities, which will also be the Council’s Statutory Director of Children’s Services and Adults Services. By strengthening the leadership below this post, it will enable both commissioned and managed services to adults and children to be brought closer together which will be both more cost effective and will also deliver improved outcomes for children and adults.
  - Devolution of the client management function to appropriate services within the Council as relationships with our main strategic partners have matured and are more secure. The consultation document outlines which services will take over the client management function. The overall accountability of these client arrangements will, however, still rest with the Corporate Director: Resources to maintain a single oversight and accountability for these partnerships. These changes mean that the Assistant Director Strategic Commissioning and Transformation role is no longer required and will be deleted.
  - The creation of a new role of Assistant Director: Digital Services to lead the work on the new ICT strategy and the “Gigabit City” initiative, situated within the Commercial Group within the Resources Directorate As a consequence of this, the post of ICT Strategy, Infrastructure and Programmes Manager will be deleted.
  - The management and governance arrangements for the soon to be created Limited Liability Partnership have become clearer and the company will be supported by the Corporate Director: Growth and Regeneration for on average, one day per week and an officer from the joint venture partner Lucent will also provide part-time, strategic leadership and support to the Board of Directors. Staffing to meet day to day administration needs will be determined by the Board, but will be at a much more junior level. As a consequence, the role of Head of Growth and Regeneration will no longer be required and that post will be deleted under this restructuring.
  - The functions of the Legal & Governance Directorate were recently added to by transferring the role of Assistant Director: Commercial Operations, which reported to the Chief Executive, into this directorate. By merging the communications and marketing team with this role the vacant role of Assistant Director: Communications is no longer required and will be deleted. This will create a new role of Service Director: City Services and Communications.
- 3.6 A key feature of these proposals are to clarify the organisational tiers and create unified job titles. It is proposed to call the tier 1 posts “Corporate Director” This is very much in line with titles used across the Local Government sector but furthermore, it also signifies the intent that these directors will work corporately across the Council in addition to managing their own directorates. In order to differentiate between these roles and roles that have a strong service leadership roles, it is proposed to create a new tier of director called Service Director. These important roles will be the most senior professional in their areas and will be responsible for ensuring quality in service delivery and outcomes in their own sphere. The role of assistant director will be retained for posts that report to a service or corporate director but have a strong leadership role for their service area. Two posts will retain the title “Director” – these are the Director of Governance and the Director of Public Health. This title is to acknowledge

the statutory nature of the roles which, whilst not responsible for a wide range of services, they nevertheless have a cross cutting role and will report directly to the Chief Executive.

#### 4. CONSULTATION AND ASSURANCE

4.1 The consultation document was sent to all directors, heads of service and assistant directors who were affected by the proposals. Before the document was published the Chief Executive met with those managers affected by the proposals on a one to one basis. During the consultation period all senior managers affected by the proposals were offered a formal consultation meeting with the Chief Executive. In addition written comments were invited. These responses are summarised in appendix 2. The Trade Unions have also been consulted.

4.2 In addition to the formal employee consultation, guidance has been issued to local authorities about seeking local assurance of their arrangements for fulfilling their statutory responsibilities for Children’s Services. The guidance concerned was issued by Government in April 2013 and is entitled “Statutory Guidance on the roles and responsibilities of the Director of Children’s Services and the Lead Member for Children’s Services.” As the restructure changes the arrangements for fulfilling the Council’s statutory responsibility for children’s services, it was considered essential that assurance was sought on the new arrangements. Russell Wate, Independent Chair of the Peterborough Children’s Local Safeguarding Board has conducted a review of the changes and his assurance report will be available for the committee to consider at its meeting having been sent out in advance.

#### 5. RESPONSE TO CONSULTATION

4.1 Eleven written responses were received as well as other comments made during the consultation meetings the Chief Executive. As a result the Chief Executive has decided to respond to the consultation in the following way:

- As there was considerable support for the role of Corporate Director: People & Communities, this proposal remains unchanged from the original set of proposals.
- As there was considerable support for the proposals regarding the bringing together of the Commercial and Communications functions that proposal remains unchanged. However it was suggested that the post title be changed to Service Director: City Services and Communications. This is now reflected in the proposals.
- As there was considerable support for the Director of Public Health to be a member of the Corporate Management Team and report to the Chief Executive due to the cross cutting nature of the role, the proposals are therefore amended and the Director of Public Health will now report directly to the Chief Executive and be a member of the Corporate Management Team.

#### 6. IMPLICATIONS FOR SENIOR MANAGERS

All of the proposals are shown in the structure charts attached at appendix 3, but in summary the tables below set out the main changes to current roles.

##### 6.1 Posts to be deleted

Post	Impact upon Postholder
Executive Director: Children’s Services	Postholder retires upon recruitment to post of Corporate Director: People & Communities
Director for Communities	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Executive Director: Adult Social Care & Public Health	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Head of Growth & Regeneration	Postholder at risk of redundancy

Assistant Director: Commissioning	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Assistant Director: Communities and Targeted Services	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Head of Strategic Commissioning/Transformation	Postholder at risk of redundancy
Assistant Director: Communications	Vacant Post to be deleted
ICT Strategy, Infrastructure and Programmes Manager	Postholder at risk of redundancy & subject to ring fence arrangements as set out below

## 6.2 New Posts created

Post	Comments
Corporate Director: People & Communities	Will be ring fenced to Executive Director: Adult Social Care, Health and Wellbeing & Director for Communities
Service Director: Children's	Will be ring fenced to Assistant Director: Commissioning and Assistant Director: Communities and Targeted Services
Service Director: Adults & Communities	Will be ring fenced to Assistant Director: Commissioning and Assistant Director: Communities and Targeted Services
Assistant Director: Digital Peterborough	Will be ring fenced to ICT Strategy, Infrastructure and Programmes Manager
Assistant Director: Legal & Democratic Services	Will be advertised externally

## 6.3 Posts with change to job title and/or where Postholder is to be slotted into role.

Post	Changes
Head of Corporate Property and Children's Resources	Re titled Service Director: Education, Children's Resources & Corporate Property.
Assistant Director: Commercial Operations	Redesignated Service Director: City Services & Communications and will report to Director of Governance. Postholder will be slotted into this role
Assistant Director: Strategic Finance	Service Director: Financial Services

## 6.4 Posts with a change of reporting line

Post	Changes
Director of Public Health	Will report to Chief Executive

## 7. ALTERNATIVE OPTIONS CONSIDERED

7.1 The senior management structure could have been left in its current state. However this option is not being pursued as by so doing the structure would not enable the Council to best meet its current challenges. Furthermore, savings identified in the Medium Term Financial Strategy would not be realised.

## 8. IMPLICATIONS

- a) Legal – the Chief Executive, as the Head of the Paid Service, has a duty under the section 4 of the Local Government and Housing Act 1989 to determine the staffing arrangements necessary to deliver the Councils functions. The Head of the Paid Service may then prepare a report to the Council setting out the staffing structure.

This will be submitted to the Council at a future meeting thus fulfilling these obligations. The role of the Employment Committee is to consider these proposals having regard to the reasons for the proposals and taking into account any representations from the Leader of the Council. The Employment Committee is therefore asked to make any appropriate recommendations.

- b) Once the proposals have been considered by this Committee the Chief Executive will begin a recruitment process to new posts. That process will culminate in a further report at which point the Committee may exercise its responsibilities under the Local Authorities (Standing Orders) (England) Regulations 2001 for appointing to these posts.
- c) The proposals affect two statutory posts. Under the Children's Act 2004, the Council is obliged to designate a post as the Director of Children's Services, and under the Local Authority Social Services Act 1970 the Council must also have a Director of Adults Services. These proposals meet these statutory requirements.
- d) Financial – Overall, the second phase of the restructure will save over £500,000 per annum. This is on top of the £1million saving achieved in the first phase implemented from November 2013. This was achieved through a restructure of roles and a move towards the council becoming a commissioning organisation, in particular within the Communities Directorate established at that time. In total, the two phases will save over £1.5million.

Any costs of change arising from the restructure will be met from Council's capacity fund in line with usual practice.

- e) Human Resources – The review has been conducted in accordance with Council policies and relevant Employment legislation. Impacts on individuals (including any redundancy dismissals) will be managed in line with Council policies, relevant legislation and approved discretions under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and the Local Government Pension Scheme Regulations 2013.

## **9. BACKGROUND DOCUMENTS**

None

## **10. APPENDICES**

- Appendix 1: Consultation Document
- Appendix 2: Summary of Consultees Responses
- Appendix 3: Current Corporate Management Structure

## Appendix 1

### Senior Management Restructure

#### Phase 2

#### Consultation Document

#### 1. INTRODUCTION AND BACKGROUND

1.1 The first senior management restructure was implemented on 1 November 2013 with a commitment to bring forward a second phase at an appropriate time. The purpose of the first restructure was to move the council to becoming a commissioning organisation, recognising the considerable financial challenges ahead.

1.2 The approach adopted in this restructuring was set out in paragraph 2 of the consultation document as follows:

“Salami-slicing budgets, reducing costs, greater efficiency, managing staff members down and paring down service delivery will not meet the financial challenges ahead. Nor will traditional operating models which may have served us well in the past, but will now not be robust enough to meet the scale of the challenge.

The Council’s approach now is focused on the following:

- Reducing the demand residents have for our services and enabling them to live independent and healthy lives;
- Providing services that prevent residents needing critical and more expensive services and where there is a need to provide specialist services, ensuring that those services properly target the residents’ needs or allow the residents to choose the care they want to purchase;
- Building a strong and healthy economy which provides jobs for our residents thereby removing dependency on welfare benefits;
- Focusing on educational attainment in schools and developing University provision to give our young people and residents the skills to take up the new job opportunities;
- Bringing in new investment to the city through joint ventures with the private sector, enabling the Council to benefit financially from profit share arrangements with joint venture partners and reinvesting this to support the needs of our residents;
- Income generating in new ways through, for example, its renewables project, to make the Council less dependent on taxing its residents and on government funding and making the Council independent to supports its residents and their needs.”

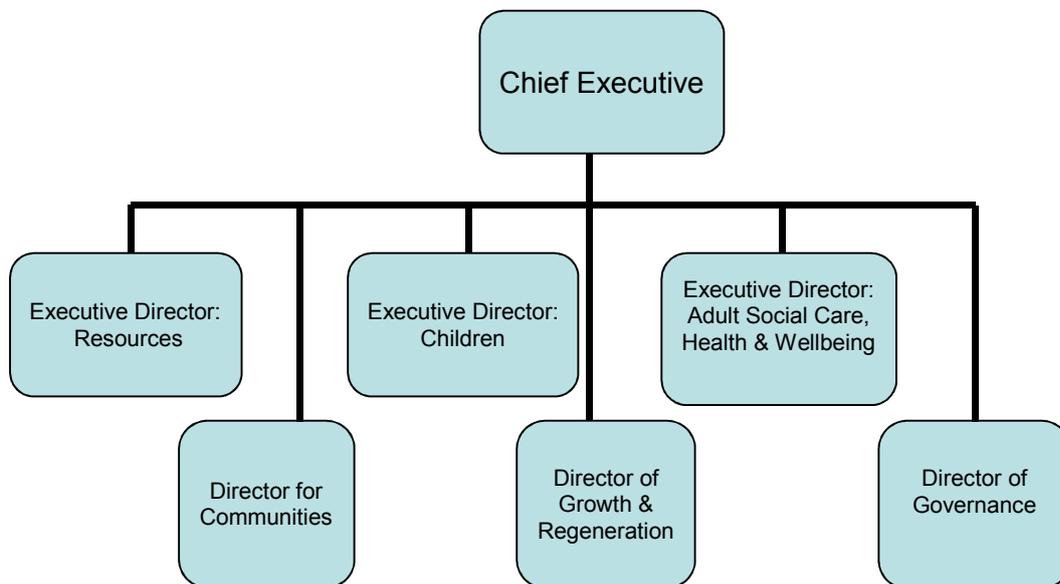
1.3 Since the implementation of the restructure progress has been made as follows:

- Commissioning for adult social care, communities, public health and children has been brought together with a financial saving of £1m;
- A joint venture company has been set up to begin the regeneration of the South Bank;
- Ofsted have inspected the Council’s school improvement services which were found to be effective;
- Child sexual exploitation is being tackled robustly and further improvements are in progress in children’s safeguarding.

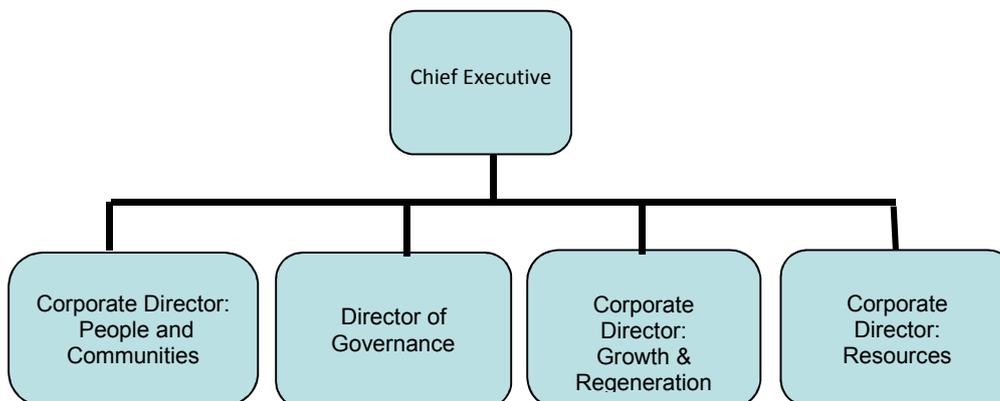
- Significant progress is being made in transforming adult social care services since their transfer back from the primary care trust.
- 1.4 The progress made allows the second phase of restructuring to commence safely which will reduce the number of senior managers further, thereby offering the council financial savings as well as embedding further the councils approach to commissioning. It should also be noted that the Executive Director: Children is due to retire in December 2014.
  - 1.5 A key feature of these proposals are to clarify the organisational tiers and create unified job titles. It is proposed to call the tier 1 posts “Corporate Director” This is very much in line with titles used across the Local Government sector but furthermore, it also signifies the intent that these directors will work corporately across the Council in addition to managing their own directorates. In order to differentiate between these roles and roles that have a strong service leadership roles, it is proposed to create a new tier of director called Service Director. These important roles will be the most senior professional in their areas and will be responsible for ensuring quality in service delivery and outcomes in their own sphere. The role of assistant director will be retained for posts that report to a service or corporate director but have a strong leadership role for their service area. Two posts will retain the title “Director” – these are the Director of Governance and the Director of Public Health. This title is to acknowledge the statutory nature of the roles which, whilst not responsible for a wide range of services, they nevertheless have a cross cutting role
  - 1.6 It should be noted that, following on from the implementation of these proposals, it will be necessary to further realign and restructure tiers 2 and 3 (Assistant Director and Head of Service) within the new People and Communities Directorate. These will of course be subject to consultation and approval in the same way as these proposals.
  - 1.7 It should also be noted that as a consequence of these proposals, it will be necessary to review the number of Personal Assistants to Corporate Directors to fully align with these proposals. This will be the subject of a separate paper.

## 2. THE PROPOSALS

2.1 The current corporate management team comprises the following Directors:



2.2 The new management team proposed is set out below:-



### 2.3 Corporate Director: People and Communities

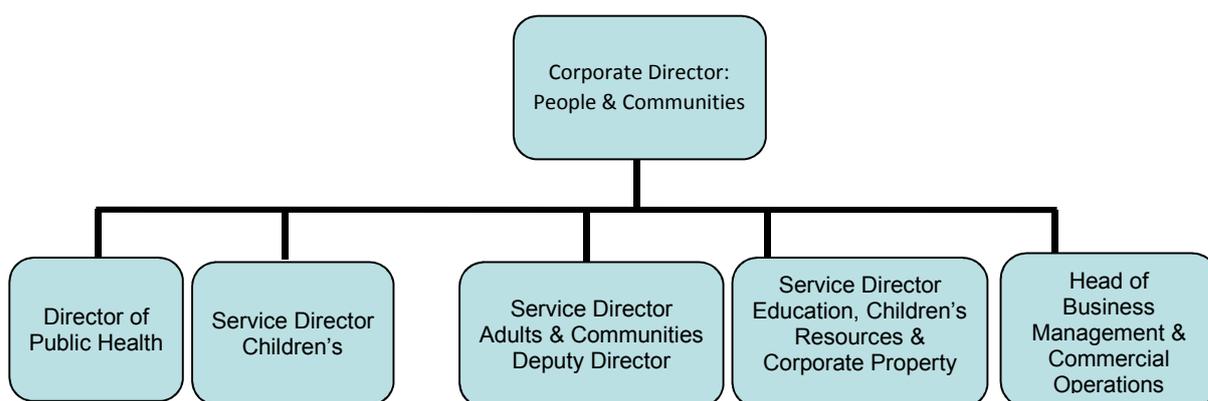
2.3.1 In the first phase of restructuring, the Council's commissioning activities for adult social care, children, public health and communities were united under the Director for Communities. The full transfer of those commissioning activities has now taken place.

2.3.2 In addition, this directorate also has under its remit, direct service provision for communities, community safety, youth offending services, youth services and services for young people who are not in education, employment or training. These services currently sit under the Assistant Director for Communities and Targeted Services.

2.3.3 The changes proposed in this restructuring are to bring together all services and functions relating to children, adult social care and public health into a "People and Communities" directorate so that all commissioning and service provision for children, young people, adults

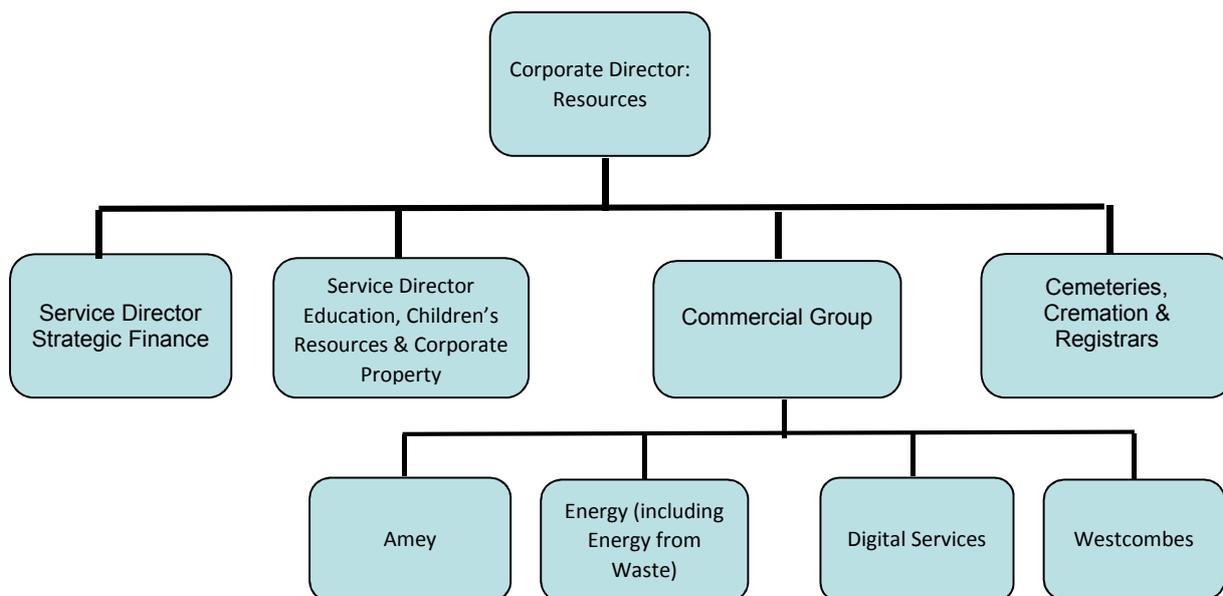
and communities sits in one directorate. Many Councils have adopted this approach, but in the first phase of restructuring it was decided to keep the directorates for Adults and Children separate as there were significant challenges being addressed in both directorates. However many of those challenges have now been addressed effectively so that the functions and services can now be united safely. It is therefore proposed to delete the posts of Executive Director: Children, Executive Director: Adult Social Care, Health and Wellbeing and Director for Communities and establish a single post of Corporate Director People and Communities. This new Corporate Director: People and Communities will assume the statutory Director roles for Adults and Children. This role will be ring fenced to the Executive Director: Adult Social Care, Health and Wellbeing and the Director for Communities.

- 2.3.4 The benefits of this significant change is that this directorate will have a complete and single view of all commissioning and service provision for children, young people, adults and communities allowing more effective and integrated commissioning and service provision to occur. Duplication of effort will be reduced and transition between services will be significantly improved. Further savings can also be realised through economies of scale and the aggregation of all these functions into one directorate.
- 2.3.5 The changes proposed will mean that this directorate has significant responsibilities as well as control of substantial resources. Robust management arrangements will be required to support the strategic role of the new Corporate Director: People and Communities. To ensure such arrangements are in place it is proposed to create two Service Directors for Children and Adults and Communities. Each Service Director will be responsible for commissioning and service provision for their service areas. These roles will be ring fenced to the Assistant Director Commissioning & the Assistant Director Communities and Targeted Services, whose posts will be deleted as part of this restructuring. The Director of Public Health will also report into the Corporate Director as too will a newly entitled post of Service Director: Education, Resources and Corporate Property for the function is this post that are within the remit of this directorate.
- 2.3.6 The new structure proposed is as follows:



## **2.4 Corporate Director: Resources**

- 2.4.1 Whilst it is not proposed to change the function and role of this Directorate, it is proposed to change the way the Directorate operates to give it a more commercial focus in the delivery of its key objectives, around transformation of services, ICT strategy, strategic commissioning, ESCO, corporate property and finance.
- 2.4.2 As stated above the Service Director: Education, Children’s Resources and Corporate Property will report into this Directorate for the functions which sit in this Directorate.
- 2.4.3 The Council’s approach to Strategic Commissioning was to create a strong client function within the Council to performance manage our contracts. Relationship with our main strategic partners have matured to the extent where the client management function can now be devolved to appropriate officers in the council. However the overall accountability of these client arrangements will still rest with the Corporate Director: Resources to maintain a single oversight and accountability for these partnerships. In addition SERCO are now delivering much of our transformation agenda, it is proposed that the Service Director: Strategic Finance directly manages this work with SERCO. It is further proposed that the partnership arrangements for Vivacity are managed by the Service Director: Commercial Operations (see paragraph 2.6.3 below) and that the Amey contract is managed by the Executive Director: Resources. These changes mean that the Assistant Director Strategic Commissioning and Transformation role is no longer required creating a further redundancy situation.
- 2.4.4 The Cabinet has just approved an ICT strategy which is a key driver to commercialisation and improving the customer experience both of which underpins the Council’s transformation agenda. The Council is also working with City Fibre, who are making significant progress to delivering superfast broadband under the banner of “Gigabit City”. These initiatives need clear leadership and focus and so it is proposed to create a new role of Assistant Director: Digital Services to lead this work, which is situated within the Commercial Group within the Resources Directorate. As a consequence of this, the post of ICT Strategy, Infrastructure and Programmes Manager will be deleted and the postholder will be placed at risk of redundancy and subject to ring fence arrangements for the new Assistant Director role.
- 2.4.5 The new structure proposed is as follows:-

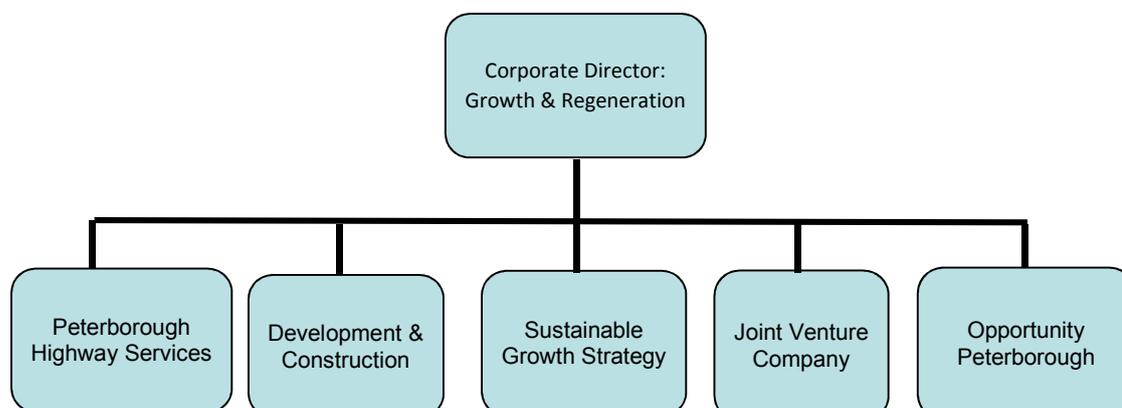


## 2.5 Corporate Director: Growth and Regeneration

2.5.1 The functions of this Directorate are proposed to remain the same. However, since the first restructuring paper the nature and form of the new joint venture initiative, and its staffing needs, has changed significantly.

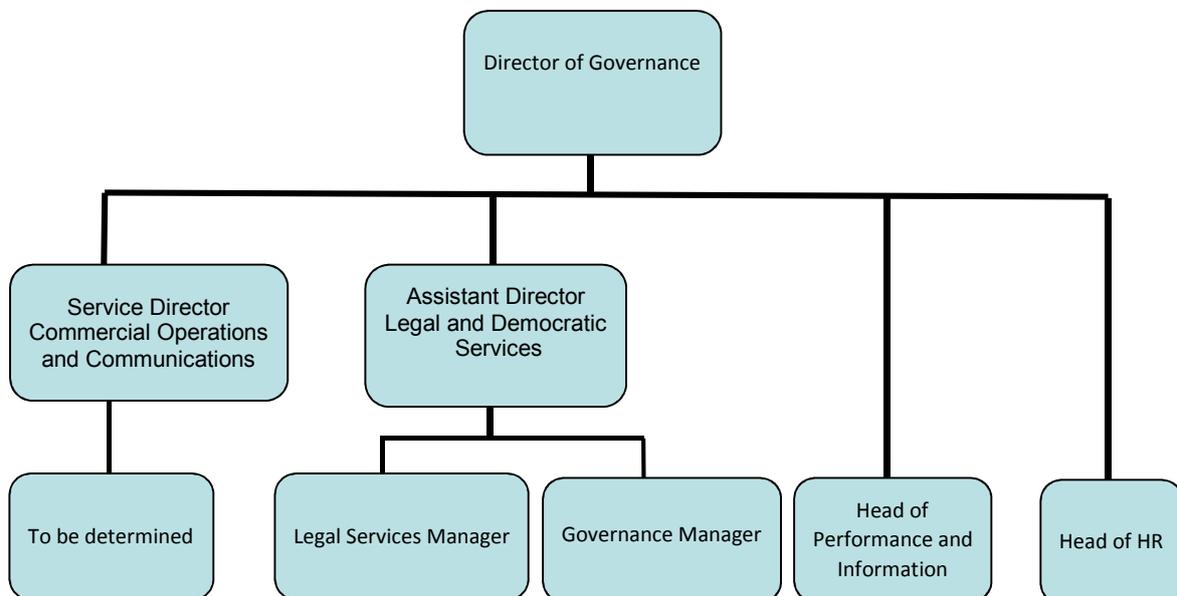
2.5.2 It was originally envisaged that a new joint venture company would require full time input from the City Council at a senior leadership level. However the management and governance arrangements for the soon to be created Limited Liability Partnership have become clearer and this is now no longer the case. Essentially the company will be supported by the Corporate Director: Growth and Regeneration for on average, one day per week and an officer from the joint venture partner Lucent will also provide part-time, strategic leadership and support to the Board of Directors. Staffing to meet day to day administration needs will be determined by the Board, but will be at a much more junior level. As a consequence, the role of Head of Growth and Regeneration will no longer be required and that post will be deleted under this restructuring.

2.5.3 The proposed structure of this Directorate will be as follows:



## 2.6 Director of Governance

- 2.6.1 The functions of this Directorate were recently added to by transferring the role of Assistant Director: Commercial Operations, which reported to the Chief Executive, into this directorate. Further it is proposed to merge the communications and marketing team with this role so that the vacant role of Assistant Director: Communications is no longer required. This will create a new role of Service Director Commercial Operations and Communications. It is proposed that that this role be filled on a slotting basis by the current Assistant Director: Commercial Operations.
- 2.6.2 The transfer of this role also gives an opportunity to merge further functions currently in this directorate of licencing, environmental health and trading standards with the role of Service Director: Operations and Communications. There are other functions which sit in the Growth and Regeneration Directorate which likewise would benefit from integration with the team sitting under the Service Director: Operations and Communications and they are emergency planning, resilience and health and safety. These functions will sit well with car parking, CCTV and the events functions which this Assistant Director currently leads, particularly the enforcement roles which have potential to merge to create a single enforcement function.
- 2.6.3 It is also proposed to transfer the marketing functions which sit in the travelchoice team to the new Service Director role so that all marketing activities are situated in one place in the council. Finally, as stated in paragraph 2.4.3 above, it is proposed to transfer the partnership arrangement for Vivacity to this Service Director.
- 2.6.4 The Director of Governance has also considered the other functions in her directorate and how they can be properly led. She has proposed that the legal, and governance are led by a single Assistant Director: Legal and Democratic Services.
- 2.6.5 The proposed structure of this directorate is as follows:-



### **3. FINANCIAL AND PERSONNEL IMPLICATIONS OF THE RESTRUCTURE**

- 3.1 The changes proposed are significant both in terms of organisation change and financial savings. It is anticipated that financial savings will be made through the deletion of a number of posts even with the creation of new roles.
- 3.2 Formal consultation on this proposals will commence during the week commencing 24<sup>th</sup> November 2014, as part of the collective consultation process for a period of 30 days. Trades Unions will also be consulted in the normal way.
- 3.3 As a result of these proposals, some posts will be deleted and the post holders (where applicable) will be placed “at risk” of redundancy and where applicable some of the post holders will be ring-fenced to suitable alternative employment. A summary of the proposals and the potential impact upon the post holders is set out below.

#### 4. SUMMARY OF PROPOSALS

##### 4.1 Posts to be deleted

Post	Impact upon Postholder
Executive Director Children's Services	Postholder retires 31/12/2014
Director for Communities	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Executive Director – Adult Social Care & Public Health	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Head of Growth & Regeneration	Postholder at risk of redundancy
Assistant Director Commissioning	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Assistant Director Communities and Targeted Services	Postholder at risk of redundancy & subject to ring fence arrangements as set out below
Head of Strategic Commissioning/Transformation	Postholder at risk of redundancy
Assistant Director: Communications	Vacant Post to be deleted
ICT Strategy, Infrastructure and Programmes Manager	Postholder at risk of redundancy & subject to ring fence arrangements as set out below

##### 4.2 New Posts created

Post	Comments
Corporate Director People & Communities	Will be ring fenced to ED Adult Social Care, Health and Wellbeing & Director for Communities
Service Director: Children's	Will be ring fenced to AD Commissioning and AD Communities and Targeted Services
Service Director: Adults & Communities	Will be ring fenced to AD Commissioning and AD Communities and Targeted Services
Assistant Director: Digital Services	Will be ring fenced to ICT Strategy, Infrastructure and Programmes Manager
Assistant Director: Legal & Democratic Services	Will be advertised externally

##### 4.3 Posts with significant change to job content and/or where Postholder is to be slotted into role.

Post	Changes
Head of Corporate Property and Children's Resources	Re titled Service Director Education, Children's Resources & Corporate Property.
Service Director: Commercial Operations	Redesignated Service: Commercial & Communications and will report to Director of Governance. Postholder will be slotted into this role

#### 4.4 Posts with a change of reporting line

Post	Changes
Director of Public Health	Will report to Corporate Director: People & Communities
Head of Resilience	Will report to Assistant Director: Commercial & Communications

#### 4.5 Timetable

Date	Action
21 <sup>st</sup> November 2014	Formal Consultation Commences
5 <sup>th</sup> January 2015	End of Formal Consultation
22 <sup>nd</sup> January 2015	Employment Committee considers proposals
27 <sup>th</sup> January 2015	Employment Committee considers job descriptions
28 <sup>rd</sup> January 2015	Ring fenced roles advertised
4 <sup>th</sup> February 2015	Closing date for expressions of interest for ring fenced roles
11 <sup>th</sup> February 2015	Employment Committee meeting to interview for ring fenced roles and to approve slotting and redundancies
16 <sup>th</sup> February 2015	Appointments and redundancies confirmed (subject to Council approval if salary or severance is more than £100,000)
4 <sup>th</sup> March 2015	Council formally approves any appointments or severance packages of more than £100,000

## Appendix 2

### Summary of consultees responses

During the consultation period consultees were invited to respond to the paper entitled “Becoming a Commissioning Council – Proposals to change the Council’s Senior Management Structure.”

Summarised below are the common themes to support the conclusion of the consultation. Personal responses from the Chief Executive has been made to all those who responded and where questions have been asked or suggestions put these have been fully addressed.

- Significant support for the combined Corporate Director of People & Communities.
- Considerable support for the two new Service Director roles for Children and Adults and Communities in the People and Communities Directorate to strengthen the council’s strategic and operational capacity to lead these two service areas. It was suggested that these roles be the statutory Directors of Children’s Services and Adults Services respectively. However to do so would be against the government guidance concerning these roles as there is an expectation from both the DfE and the DOH that these roles report to the Chief Executive and are at 1<sup>st</sup> tier level.

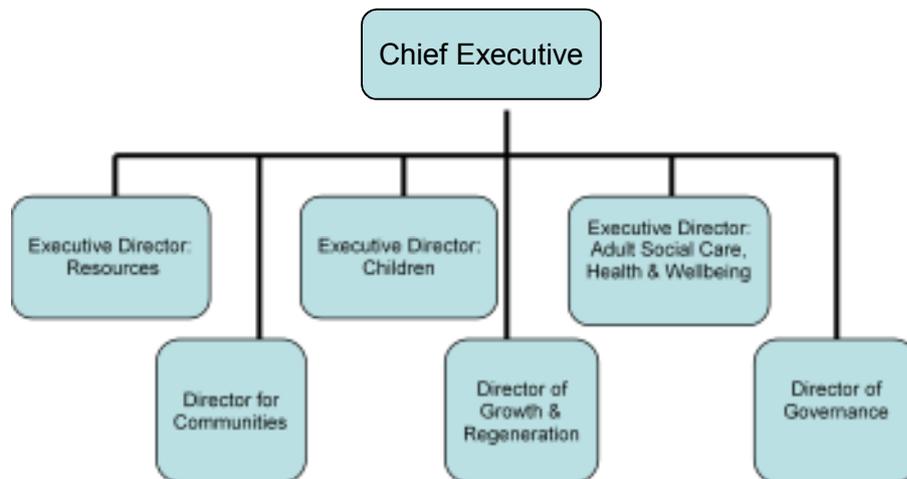
Views were expressed that the role of Director of Public Health be a member of the Corporate Management Team and report to the Chief Executive. The proposals have been amended and this role will report directly to the Chief Executive. There was also a view that the commissioning and delivering functions based in the communities directorate should be removed from that directorate and placed under the direct control of the DPH. In the context of the restructure and unification of all commissioning in the council, it was not felt appropriate to split up commissioning activities or service provision as this would lose the benefit of commissioning and providing services in a holistic way.

- There was support for the Service Director: Commercial Operations and Communications. However it was suggested that the role be best called Service Director: City Services and Communications. This has been reflected in the proposals.
- A proposal for the role of Corporate Property officer to be reinstated and removed from the role Service Director: Education, Children’s Resources and Corporate Property as the latter role has substantial responsibilities. However the role of Service Director has sufficient management and professional capacity in officers which directly report to him for him to manage the span of responsibility for the Service Director role. A question was also raised concerning any conflict of interest between the responsibility for corporate property and the management of the new joint venture company. It is clear that there is no conflict as the responsibility for corporate property will sit in a different departments (i.e. Resources)

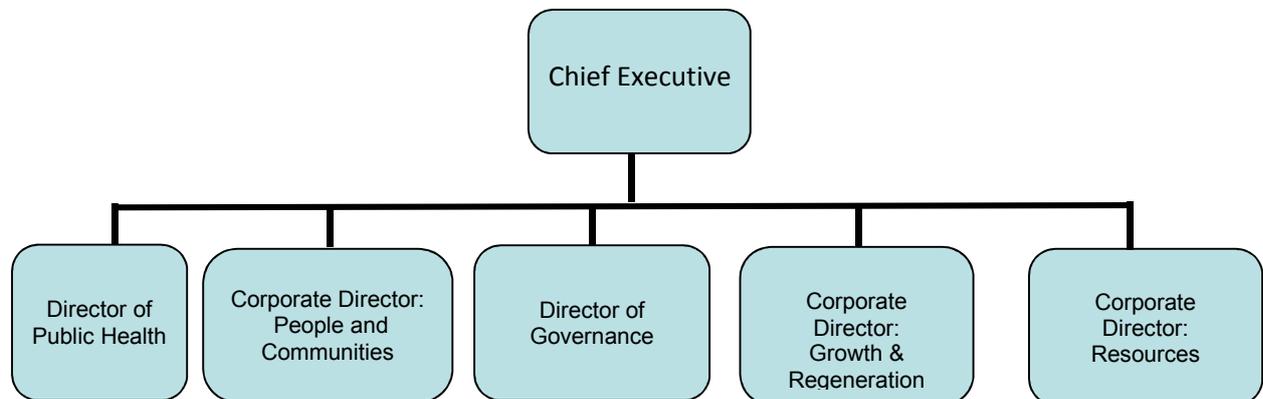
### Appendix 3

#### Structure Charts

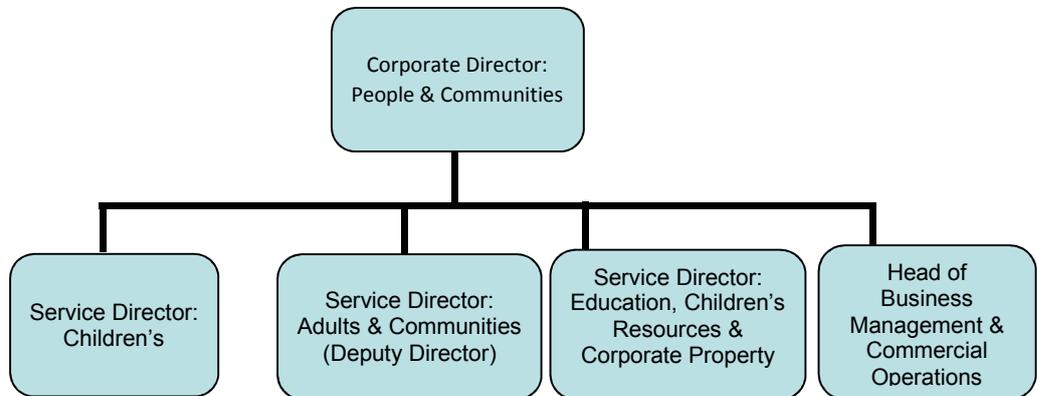
#### Current Corporate Management Structure



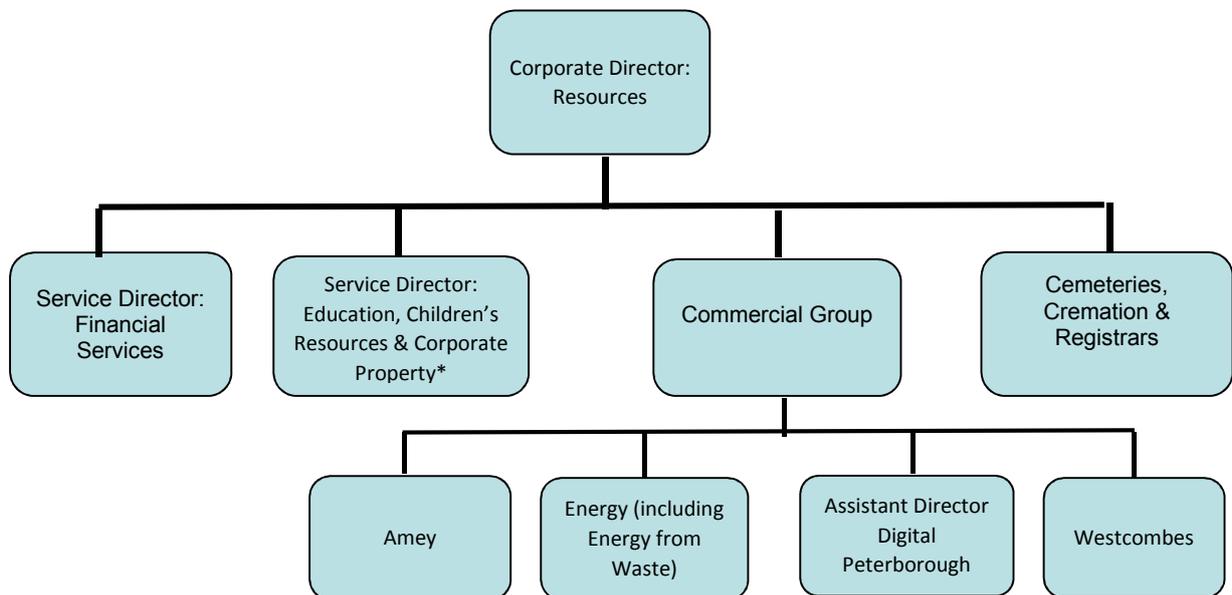
#### Proposed Corporate Management Structure



## Proposed People & Communities Management Structure

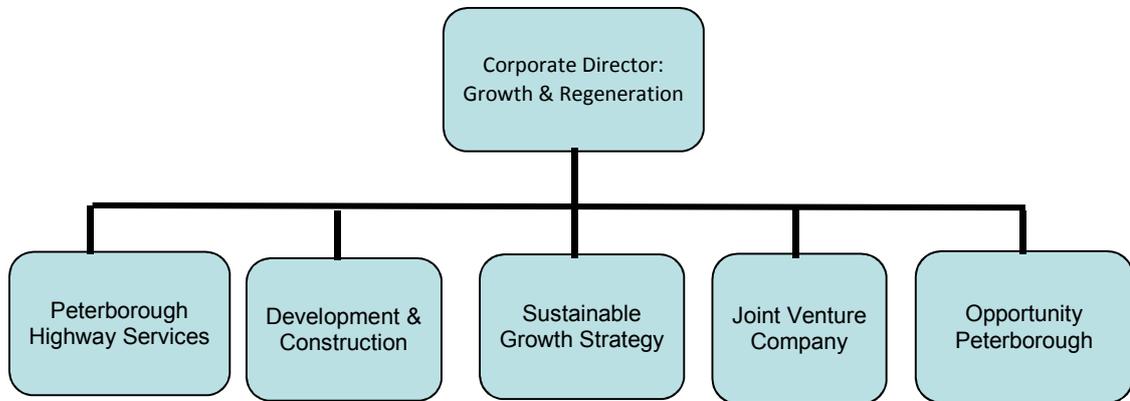


## Proposed Resources Management Structure

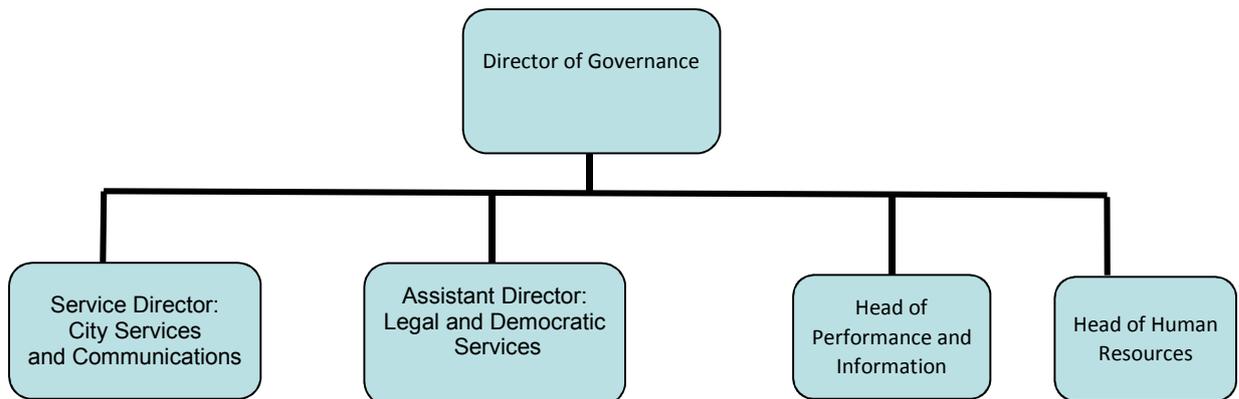


- Post reports to Corporate Director: Resources in respect of Corporate Property and Education Finance responsibilities.

## Proposed Growth & Regeneration Management Structure



## Proposed Governance Management Structure



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