

Wiltshire Council

Cabinet

24 September 2013

Subject: **Alignment of senior management structure to the new business plan**

Cabinet member: **Cllr Stuart Wheeler - Cabinet Member for Hubs, Heritage & Arts, Governance (including information management), Support Services, HR, Legal, ICT, Business Services, Democratic Services**

Key Decision: **No**

Purpose

1. The purpose of this report is to update Cabinet on changes to the senior management of the council, following consultation about the proposals made on 11 September 2013 to those service directors affected by the proposals and to all staff at the council.

Background

2. The next 4 years will present further significant challenge to the council including an expansion of joint working to deliver services with partners, and the leadership model will be key to delivering the changes planned.
3. The business plan (2013 – 2017) describes three priorities and six outcomes needed to ensure Wiltshire has strong and resilient communities and from these twelve priorities areas have been identified. Key to all of this is the need for public services and communities to find new ways of working together. The Business Plan also makes clear the need to identify and deliver savings of at least £120m over the next four years.
4. The new business plan highlighted a further opportunity to reduce the strategic capacity at a senior level and at the same time strengthen the structure needed to lead the council services to deliver the outcomes described in the business plan by aligning services in a way that supports joint working and delivering improvements in services. It also provides an opportunity to remove duplication where services overlap.
5. Details of a proposed senior management re-structure which includes changes to the current reporting lines and grouping for some services, and changing the job title for service directors was outlined in a report to Cabinet on 23 July 2013.
6. The proposed senior management structure included a number of changes to the reporting lines and grouping of some services, to enable a reduction in the number of service director posts, broaden the duties and responsibilities of the role, and to achieve a single pay grade for jobs at this level.
7. The proposals also included:

- a. A change to the job title of the current service director role to associate director to recognise the multiple service responsibilities, and the emphasis on more partnership working in the future as well as a wider corporate responsibility with peers. This name change is important to signify a new and different role.
- b. The use of job family principles to draft a job profile for the associate director roles. The profile describes the levels of work required in the role and will feature in the leadership job family that will be further developed later in the year.
- c. The development of a job context statement for each new role in the proposed structure. The job context statement outlines the job purpose and specific service responsibilities for each associate director and any specific personal requirements, including professional qualifications that may be required.
- d. A reduction in the number of roles in the structure. It was proposed that there would be 13 associate directors, including a joint associate director of finance, shared with the Office of Police & Crime Commissioner (OPCC), plus a transformation programme director. This is a reduction from the current 18 service director posts and means there will be four posts deleted as a result.

Main considerations for Cabinet

8. Consultation on the proposed senior management structure has now commenced. A collective consultation meeting took place Wednesday 11 September 2013 at which 12 current service directors were placed at risk of redundancy at the start of a formal consultation process. A global communication also went to all staff on the same day outlining the proposed senior management structure and inviting feedback on the proposals. The deadline for feedback was Friday 20 September 2013.
9. Feedback about the proposed structure has been received from 9 current service directors. This feedback included:
 - a. The need for clearer rationale for the grouping of some services, namely occupational health & safety and ICT.
 - b. The need to ensure that by grouping democratic services with policy, performance, and procurement that the scrutiny function is able to maintain independence in holding the executive of the council to account.
 - c. Alternative proposals for the reporting lines and grouping of some services, namely customer services to be grouped with transformation services, traffic network management, highways development control, highways & streetscene and car parking to be grouped with highways and transport services and democratic services to remain with law and governance.
 - d. A proposal to retain the service director, communities role and instead combine communications with policy, performance, risk and democratic services to create an executive unit but no additional associate director role.
10. Other feedback received from the service directors concerns how the roles described in the job context statements.
11. As a result of this feedback some revisions have been made to the structure. These revisions are:
 - a. The movement of customer services to report to the transformation programme director. The rationale for this change is that a major focus of transformation activity is the customer. Customer services is key transformational lever and the system

thinking reviews being lead and facilitated by transformation require significant redesign around customer access and customer services during each review.

- b. A clearer alignment of services reporting to the role described as associate director strategic services. These services are highway asset management, routine maintenance and street scene, traffic & network management, car parking, sustainable transport and passenger transport. The role is also to be renamed associate director highways and transport.
 - c. A clearer alignment of the services reporting to the role described as associate director, neighbourhood services. These services are leisure, environment (technical, fleet, country side), waste management, waste collection and waste disposal. The role is also to be renamed associate director environment and leisure.
12. One other revision is to the role described as associate director, quality assurance, commissioning, performance, school and early years effectiveness. This post is jointly funded by the CCG, and to ensure consistency with the other joint post in the structure (joint associate director finance (Wiltshire Council and OPCC), it will be renamed joint associate director, quality assurance, commissioning, performance, school and early years effectiveness.
13. The senior management structure that will now be implemented is attached in appendix 1.
14. Other changes are being made to some job context statements as a result of the feedback. Some changes are as a result of the revisions to the structure and others are to ensure clarity in terms of the requirements of each role.
15. No changes are being made to the job profile as a result of the feedback received.

Safeguarding Considerations

16. The changes to the structure maintains separate roles in terms of frontline social care for both children and adults, and in line with best practice the quality assurance safeguarding functions will be led outside these frontline delivery functions, within the commissioning and performance areas. The expectation will be that all corporate and associate directors have a role in promoting safeguarding within their specific areas, as is the case currently.

Public Health Implications

17. There are no public health implications as a result of the new senior management structure.

Environmental and Climate Change Considerations

18. There is no environmental or climate change impacts as a result of the new senior management structure.

Equalities Impact of the Proposal

19. There is no equalities impact as a result of the new senior management structure. The council has in place robust policies and procedures to support change to structures all of which have been subject to an equalities impact assessment.

Risk Assessment

20. In proposing the senior management re-structure a number of risks were considered and outlined in the Cabinet report on 23 July 2013. The proposed changes to the structure as a result of the feedback from service directors and staff have not identified any further risks.

Financial Implications

21. The current cost of the 18 service directors pay is £1.889m. The implementation of a proposed change to 13 associate directors plus the pay scale for the corporate directors, in line with the council's pay policy, will cost in terms of just pay and associated on costs such as national insurance, £1.792m at the top of the grade – this is thus the maximum cost to the council, and £1.6m at the bottom of the grade. That will be a gross annual savings in the first full year of £0.292m from the proposed deletion of service director posts.

22. The cost of any redundancies in year will need to be funded and as such any savings are to be assumed to start in 2014/15 with any savings in 2013/14 funding the cost of implementing the changes. It is not yet possible to identify a precise figure for the sharing of costs regarding the joint finance role with the OPCC, although any recharge to the OPCC will add to the saving amount noted above. Therefore overall the proposals within the report do balance overall and deliver a net saving to the council going forward.

Legal Implications

23. External legal advice has been obtained in connection with the proposals outlined in the Cabinet report dated 23 July 2013, and the revisions to the structure referred to in this report are not considered to have materially changed this advice.

Options Considered

24. In addition to the feedback received from the service directors outlined in paragraphs 9 and 10 feedback has also been received from 10 staff, or groups of staff. In summary:
- a. In 3 cases the feedback has challenged the alignment of some services, specifically Local Land Charges and in one case has proposed that strategic highways, new housing and highways development control are grouped with economic development and planning. As outlined in paragraph 11 a revision to how some of these services are aligned has been made.
 - b. In 1 case the feedback has made an alternative proposal to retain a role at associate director level, or ensure the skills and experience of the current service director are retained to lead waste management services until the completion of a transformation programme in these services which will not be completed until 2016. As outlined in paragraph 11 these services are aligned with the role of associate director environment and leisure. Transformational programmes of work are not confined to waste management services so the appointments process will ensure that all associate directors appointed have the knowledge and skills required to lead transformation programmes of work.
 - c. In 1 case feedback has made alternative proposals have been made for a different alignment of a wide range of services due to the synergies that exist, however no additional rationale for these alternative proposals has been provided.
 - d. In 1 case feedback has proposed one associate director role to span both children's and adult's operational services, to provide joint responsibility for leading and

delivering on case management and ICT development in these areas. As outlined in paragraph 11 no revision has been made to the structure based on this feedback. The council has no plans to amalgamate children's and adults services and statutory responsibility for these services will remain separate. In terms of ICT (IS) this service will now report to the transformation programme director and work to improve the use of ICT in both children's and adult's services will be reviewed as part of the council's transformation programme.

- e. In 1 case feedback has proposed that leisure services should be grouped with public health services as both services have a common objective in getting people active and keeping them healthy. As outlined in paragraph 11 no change to where the leisure service reports has been made as this service is a neighbourhood service activity and is better aligned with the services grouped within neighbourhood and leisure.
- f. In 3 cases feedback has been supportive of the proposed grouping of services in the structure.

25. Other feedback received from these staff is concerned with how services will work together, and this will be a matter for the newly appointed associate directors.

Conclusions

26. The implications of the other options considered means that only the changes outlined in the paragraph 11 have been made to the structure. This is now the final structure and appointments to the roles will commence once the deadline for applications for voluntary redundancy has passed (Friday 27 September 2013).

Proposals

27. It is proposed that Cabinet note that:

- a. Some revisions, outlined in paragraph 11, have been made to the proposed senior management structure presented to Cabinet in a report dated 23 July 2013.
- b. The new senior management structure outlined in appendix 1 is now confirmed.
- c. Appointments to this structure will now take place in line with the Appointments Policy & Procedure for Chief and Senior Officers

Reason for Proposals

28. The reasons for these proposals are outlined in paragraph 11.

Dr Carlton Brand
Carolyn Godfrey
Maggie Rae
Corporate Leadership Team

Background Papers (published)

Business plan (2013 – 2017)

Appendices

Appendix 1 – Senior management structure