

**APPOINTMENTS FOLLOWING CHANGES TO THE SENIOR MANAGEMENT STRUCTURE**

**Purpose of the Report**

1. To present the Officer Appointments Committee with proposed candidates recommended for appointment into the following posts on the grounds of suitable alternative employment:
  - a. Associate Director, Highways & Transport
  - b. Associate Director, Economic Development & Planning
  - c. Associate Director, People & Business Services
  - d. Joint Associate Director (with CCG), Quality Assurance, Commissioning, Performance, Schools & Early Years Effectiveness
  - e. Associate Director, Adult Care Commissioning, Safeguarding & Housing
  - f. Associate Director, Legal & Governance and Monitoring Officer
  - g. Associate Director, Communications, Community Area Boards, Libraries, Arts, Heritage & Culture
2. To confirm that a report on the appointment to the post of Joint Associate Director, Finance, Revenues & Benefits and Pensions will be presented at the meeting.
3. To confirm that a competitive selection process to appoint to the role of Associate Director Environment & Leisure is scheduled to take place Friday 18<sup>th</sup> October 2013, following which a recommendation to appoint will be considered by the Officer Appointments Committee.

**Background**

4. Following the elections in May 2013, a new business plan was drafted reflecting the challenges and changes that the council faces in the next four years. The new business plan focuses on transformation and innovation along with themed areas of service delivery.
5. On 23 July 2013 Cabinet agreed that the senior management structure would be reviewed and a new structure would be implemented in order to support the delivery of the new business plan.
6. The business plan was approved by full council on 3 September 2013 and collective consultation with the service directors affected by a proposed new senior management structure commenced on Wednesday 11 September 2013. As a result twelve service directors were placed at risk of redundancy.
7. Following feedback and comments on the proposed structure a report was presented to Cabinet on 24 September 2013 detailing the final structure.
8. In the structure a new role of Associate Director replaces the Service Director role currently in place. The Associate Director role is a different role to that of Service Director. In most cases the new role has multiple service responsibilities, and in all cases there is more of an emphasis on partnership working as well as a wider corporate responsibility with peers. In addition job profiles have been introduced for these roles, which describe the level at which the Associate Directors will work.

9. These changes mean that there is no ownership of the Associate Director posts in the new structure and as a result the Service Directors were invited to apply for voluntary redundancy by Friday 27<sup>th</sup> September 2013.
10. Two applications for voluntary redundancy were received by that date and were accepted subject to approval by the Senior Officers Employment Sub Committee. The Committee met on Wednesday 9 October 2013 and approved a recommendation to terminate the employment of two service directors on grounds of redundancy.

### **Main considerations**

11. There are ten service directors still at risk of redundancy, and following the deadline for applications for voluntary redundancy a process to identify roles which met the criteria for suitable alternative employment opportunities for these service directors was completed.
12. As a result nine suitable alternative employment opportunities were identified for the ten service directors. For eight roles there was only one candidate for whom the role was suitable. Redeployment interviews have been carried for seven of the new roles by the corporate directors to ensure that the service directors were able to demonstrate their suitability for the new roles, and in line with the Appointments Committee Policy & Procedure for Chief and Senior Officers recommendations to appoint these service directors on grounds of redeployment are to be considered by the Officer Appointments Committee. Reports detailing these recommendations are included in part 2 reports in Appendix 1, 2, 3, 4, 5, 6 & 7.
13. A further redeployment interview will take place on Friday 18 October 2013. This interview is for the post of Joint Associate Director Finance, Revenues & Benefits and Pensions and there is only one candidate for this post. As a result a report on the appointment to the post of Joint Associate Director, Finance, Revenues & Benefits and Pensions will be presented at the meeting.
14. There are two candidates for the role of Associate Director Environment & Leisure. As a result a competitive interview process is scheduled to take place Friday 18<sup>th</sup> October 2013, following which a recommendation to appoint will be considered by the Officer Appointments Committee.
15. A copy of the new senior management structure is attached as appendix 8.

### **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. If appointment into the changed posts is not confirmed the affected employees will be at risk of redundancy.

21. In all cases suitable alternative employment has been demonstrated so there would be a risk of claims for unfair dismissal if redeployment is not confirmed. In addition there would be a loss of the skills, knowledge and experience required for the posts.

### **Financial Implications**

22. There is an additional cost as a result the decision made by Staffing Policy Committee on 4 September 2013 to realign the pay of senior managers in line with the market median pay rate for jobs at the same level. In addition for one of the appointments this will result in a promotion in terms of the level of the role and a change in grade. The total additional salary costs due to the appointments being recommended and the realignment of pay is £61,148 per annum.

23. There will be significant financial implications if due to the changes to the posts they are not considered to be suitable alternative employment. In these circumstances the displaced employees would be placed at risk of redundancy. The total cost of redundancy for all displaced employees would be £398,909.80. The cost per displaced employee is detailed in the appendices to this report.

24. In addition any successful claim for unfair dismissal could cost the council a maximum of £74,200 per employee.

### **Legal Implications**

25. The proposed appointments outlined in this report, and in the appendices, are in line with the Appointment Policy & Procedure for Chief and Senior Officers and the associated risks of not approving these proposals are outlined in paragraphs 20 and 21.

### **Options Considered**

26. The Appointments Policy & Procedure for Chief and Senior Officers outlines the process for appointing staff to posts following a change to a structure. This process has been followed and therefore there were no other options to consider.

### **Conclusions**

27. There were no other options available as the Appointments Policy & Procedure for Chief and Senior Officers provides a clear and agreed process for appointing staff to posts following re-structure, and this process has been followed.

## **Proposals**

28. It is proposed that the Officer Appointments Committee:

- a. Make appointments to the following posts:
  - i. Associate Director – Highways & Transport
  - ii. Associate Director – Economic Development & Planning
  - iii. Associate Director – People & Business Services
  - iv. Joint Associate Director (with CCG) – Quality Assurance, Commissioning, Performance, Schools & Early Years Effectiveness
  - v. Associate Director – Adult Care Commissioning, Safeguarding & Housing
  - vi. Associate Director – Legal & Governance and Monitoring Officer
  - vii. Associate Director – Communications, Community Area Boards, Libraries, Arts, Heritage & Culture
- b. Note that a report on the appointment to the post of Joint Associate Director, Finance, Revenues & Benefits and Pensions will be presented at the meeting.
- c. Note that a decision to appoint to the post of Associate Director Environment & Leisure will be required by the Committee following the completion of a competitive redeployment selection process which will take place immediately before the meeting of the Committee.

29. These appointments will be subject to consultation with the leader and cabinet members in accordance with paragraph 5(2) of the Officer Employment Procedure Rules.

## **Reason for Proposals**

30. The reasons for these proposals are outlined in paragraphs 11 - 14.

**Carolyn Godfrey**  
**Corporate Director**

**Maggie Rae**  
**Corporate Director**

**Carlton Brand**  
**Corporate Director**

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Appendix 1 – Appointment to Associate Director, Highways & Transport

Appendix 2 – Appointment to Associate Director, Economic Development & Planning

Appendix 3 – Appointment to Associate Director, People & Business Services

Appendix 4 – Appointment to Joint Associate Director (with CCG), Quality Assurance, Commissioning, Performance, Schools & Early Years Effectiveness

Appendix 5 – Appointment to Associate Director, Adult Care Commissioning, Safeguarding & Housing

Appendix 6 – Appointment to Associate Director, Legal & Governance and Monitoring Officer

Appendix 7 – Appointment to Associate Director, Communications, Community Area Boards, Libraries, Arts, Heritage & Culture

Appendix 8 – New senior management structure chart